MANCHESTER
MASTER PLAN
2021

MANCHESTER'S VISION

NEXT GENERATION SMART CITY

INNOVATION LEADING THE WAY

OUR CITY OUR FUTURE

To view all long-range planning documents in the City scan here.

PLAN MANCHESTER IS A COLLABORATION OF THE PEOPLE OF MANCHESTER, THE CITY OF MANCHESTER, AND TOWN PLANNING & URBAN DESIGN COLLABORATIVE LLC.

#PLANMHT

A MESSAGE FROM THE MAYOR AND COMMUNITY DEVELOPMENT DIRECTOR

Dear People of Manchester,

We want to express appreciation to all community members, business owners, students, families, and friends who came out in support of the Master Plan update. Whether you participated in Planapalooza, sat in on a focused discussion, hosted or joined an On the Table session, submitted photos, posted on one of the online forums, or visited the website –– your participation played a significant part in creating this document and setting a clear vision for Manchester's future.

The Master Plan update is the product of two years of research, public outreach, and thousands of comments from people just like you. This document is not just a plan produced behind closed doors by the city government; this is your vision of a more equitable and vibrant City.

This is only the beginning. The Master Plan update is the first step of a process that will lead to changes in our local ordinances and policies. Putting into action what we have all agreed upon in this Plan is now the task at hand. Only with a combined effort by all will the vision of this Plan become a reality.

In closing, this Plan reflects an image of the future worthy of our innovative, vibrant, dedicated City, and we welcome your involvement in ensuring its fulfillment and success.

Thank you,

Joyce Craig
Mayor

Leon LaFreniere, AICP
Planning & Community Development Director

ACKNOWLEDGMENTS

BOARD OF MAYOR AND ALDERMEN

Ward 1 Alderman, Kevin J. Cavanaugh
Ward 2 Alderman, Will Stewart
Ward 3 Alderman, Patrick Long
Ward 4 Alderman, Jim Roy
Ward 5 Alderman, Anthony Sapienza
Ward 6 Alderman, Elizabeth Moreau
Ward 7 Alderman, Ross W. Terrio
Ward 8 Alderman, Michael Porter
Ward 9 Alderman, Barbara E. Shaw
Ward 10 Alderman, Bill Barry
Ward 11 Alderman, Normand Gamache
Ward 12 Alderman, Keith Hirschmann
At-Large Alderman, Daniel P. O'Neil (Chair)
At-Large Alderman, Joseph Kelly Levasseur

MAYOR

Joyce Craig

SPECIAL THANKS TO THE FOLLOWING BUSINESSES FOR THEIR CONTRIBUTIONS TO THE PLAN:

The Hilton DoubleTree Hotel
The Palace Theater
Brady Sullivan Properties
St. Mary's Bank
MCTV

PRIME CONSULTANT

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TOWN PLANNING & URBAN DESIGN COLLABORATIVE, LLC

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MANCHESTER MASTER PLAN 2021

EXECUTIVE SUMMARY

A Plan for Manchester Our City, Our Future

The story of Manchester is one of optimism, entrepreneurship, and hard work. From its earliest days as the frontier town of Derryfield, to the era of industrial development, to the economic and societal challenges of the 20th Century, to today—Manchester has moved forward in a spirit of innovation. Since Manchester's last Master Plan was adopted in 2009, the City has attracted more businesses and people than anywhere else in the region. Now, the citizens of Manchester have once again come together to plan for the City's future. We hope to build on our past successes and attract an adventurous, driven, and innovative population.

Our vision for Manchester is to lead Northern New England in innovation and entrepreneurship while maintaining high standards of amenities, livability, culture, education, and environmental stewardship.

Action Plan

City leaders should use the Plan as a critical resource when considering new policies, planning, and programming new infrastructure, evaluating new development applications, and coordinating with outside agencies. Ultimately, the Plan's relevance will be measured by its use in everyday decision making. Plan implementation is a long-term commitment that is crucial for the success of the Master Plan. To keep the City accountable for implementing the proposed concepts, the Planning and Community Development Department created a Plan Implementation Matrix. This tool will be used for tracking recommendations in a planned and managed approach over the upcoming years.

City of Manchester Vision Statement

"To be a first-class city to live, work, and visit, built upon our rich history or culture, education, environment, and commerce."

Guiding Principles

The guiding principles embody the core philosophy and City vision expressed by the community through the planning process.

Bold Leadership

Be bold, lead with purpose, and take proactive steps to implement the Plan and achieve the future community that the citizens desire.

Uniquely Manchester

Celebrate a distinct brand and sense of place that is uniquely Manchester.

Urban Advantage

Promote infill development and redevelopment activities for underutilized areas within Manchester.

Collaborative Community

Maintain on-going, positive, and productive partnerships with public, quasi-public, and private entities that acknowledge our interconnectedness and the shared responsibility for the future success of Manchester.

Connected City

Support a safe, innovative, and efficient transportation system that leverages opportunities to enhance street connectivity and resident mobility via walking, biking, driving, and public transit.

Diverse & Inclusive Citizens

Promote a healthy, welcoming, and inclusive City for both long-time residents and newcomers of all ages and income levels, as well as for businesses both large and small.

Environmental Stewardship

Promote and preserve Manchester's green infrastructure — including wetlands, woodlands, parks, tree canopy, etc. — and the services they provide.

Economic Vibranvy

Keep the Manchester economy sustainable and resilient while providing opportunities for a variety of new and innovative businesses and endeavors.

Financial Reponsibility

Remain a city dedicated to delivering excellent municipal services to the community in a financially responsible manner, especially in terms of evaluating opportunities to increase local revenues to maintain a high quality of life for the residents of Manchester.

Inovation Leading the way

The City of Manchester has an opportunity to continue to evolve over the next several decades into a place with a clear identity, a high quality of life, and a self-sustaining economy. Ensuring a successful future will require a balanced approach to managing change. City leaders will need to emphasize maintaining community character, providing adequate infrastructure, promoting economic vitality, and improving citizens' health and well-being. With innovation as the central theme, the policy recommendations and strategies within this Plan have been organized around that theme.

Note

These pages provide some of the strategies and recommendations within the Master Plan. More details and additional recommendations can be found within the Master Plan Innovation chapters.

INNOVATION IN....

COLLABORATION (PG. 80)- Utilize design charrettes. Explore High-Tech Ways to Increase Transparency. Make Use of Public-Private Partnerships (P3s).

INFRASTRUCTURE & SERVICES (PG. 82)- Upgrade to "Smart Lights". Consider Micogrids, Renewable Energy.

TRANSPORTATION (PG. 84) – Acknowledge changing mobility needs and preferences and accommodate new modes and services. Promote the creation and expansion of a multimodal network. Rethink the Design of streets. Promote Active Transportation.

STORMWATER MANAGEMENT & FLOOD RESILIENCE (PG. 110) – Add low impact development to best management practices for landscape improvements, art, and amenities such as green rooftops, bioretention and permeable pavements.

COMMUNITY FACILITIES: RECREATION (PG. 114) – Expand the parks and recreation system. Update the Parks and Recreation Master Plan. Increase active recreation opportunities. Use parks and recreation locations as community wellness hubs.

COMMUNITY FACILITIES: LIBRARY (PG. 116) – Support libraries as centers of community and collaboration.

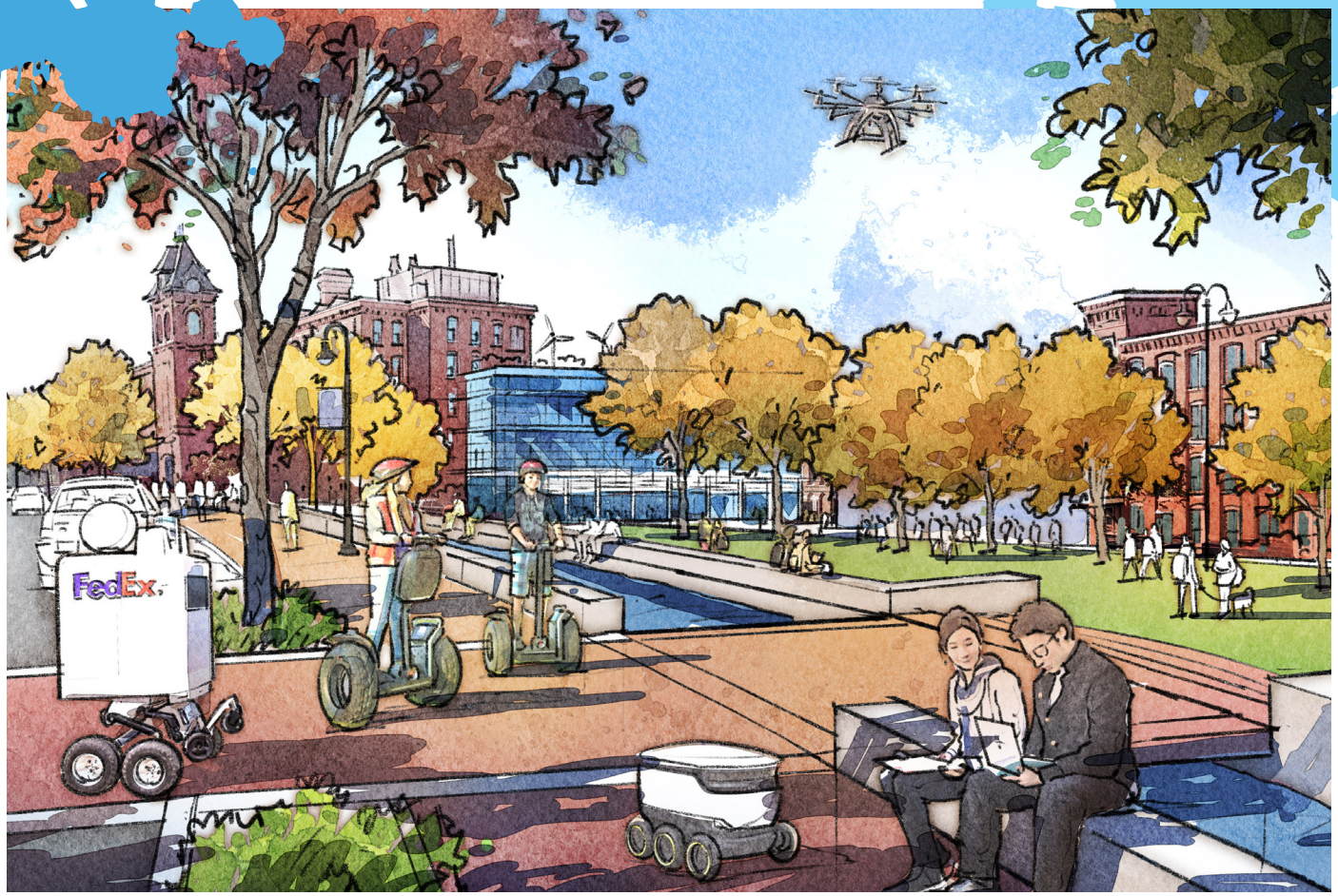
COMMUNITY FACILITIES: EDUCATION (PG. 118) – Continue to build community partnerships to help students get ahead.

HOUSING (PG. 122) – Increase safety of aging housing stock. Missing Middle Housing. Address Homelessness.

ECONOMICS: WORKSPACE (PG. 136) – Encourage and support development of creative spaces.

ECONOMICS: SPECIALTY FOODS (PG. 138) – Encourage food halls in conjunction with creative spaces. Encourage the expansion of food halls into a broader concept: commercial/display kitchens.

ECONOMICS: RETAIL (PG. 140) – Pave the way for specialty retail success. Transition to experiential shopping.



ECONOMICS: ART (PG. 146) – Support the creative arts community.

PROMOTION OF THE CITY (PG. 152) – Redefine the economic development department of the City. Explore the creation of a destination marketing organization as a part of economic development. Pursue dedicated funding for a destination marketing organization.

IMAGE OF THE CITY (PG. 156) – Conduct a branding study and develop and implement a consistent brand system. Carry branding into the public realm.

EXPERIENCE (PG. 160) – Protect Manchester's authenticity. Increase historic preservation efforts. Celebrate history with events, festivals, and activities. Enhance with art.

DESIGN (PG. 170) – Focus on the quality of the public realm. Create a connected system of public spaces. Emphasize quality in new development and redevelopment.

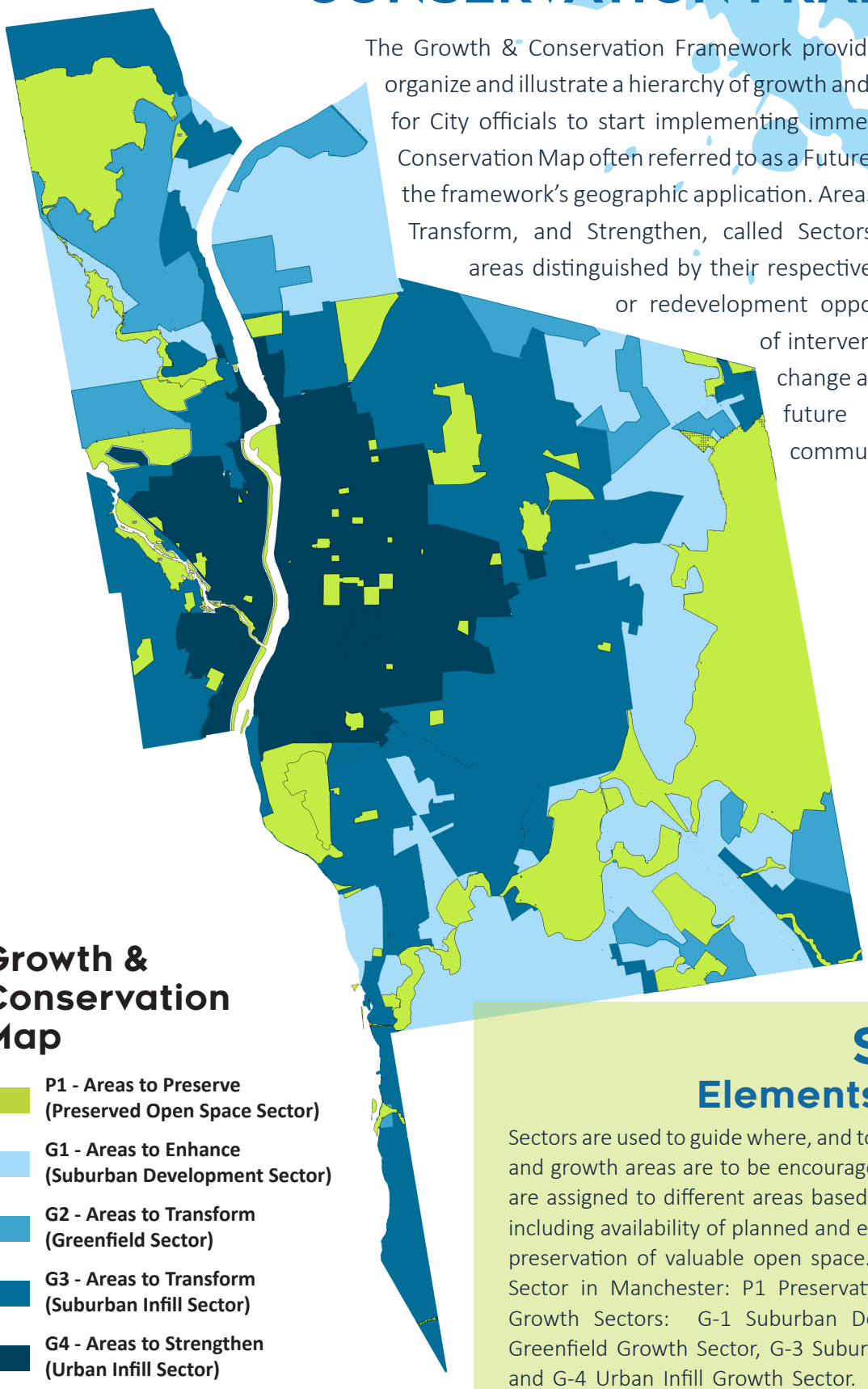
ENVIRONMENT (PG. 182) – Build a green network. Protect the integrity of natural resources. Implement urban agriculture. Promote green building and development. Preserve and reestablish the tree canopy.

HEALTH AND WELL-BEING (PG. 188) – Advance efforts to improve the health of the community.

PLANNING AND REGULATIONS (PG. 192) – Conduct area planning. Update regulations. Implement community benefits agreements/ ordinance. Create a streamlined permitting process.

THE GROWTH AND CONSERVATION FRAMEWORK

The Growth & Conservation Framework provides a means to quickly organize and illustrate a hierarchy of growth and conservation priorities for City officials to start implementing immediately. The Growth & Conservation Map often referred to as a Future Land Use Map, depicts the framework's geographic application. Areas to Preserve, Enhance, Transform, and Strengthen, called Sectors, generally represent areas distinguished by their respective level of development or redevelopment opportunity, and the type of intervention required to effect change and realize the potential future built character the community desires.



Growth & Conservation Map

- **P1 - Areas to Preserve (Preserved Open Space Sector)**
- **G1 - Areas to Enhance (Suburban Development Sector)**
- **G2 - Areas to Transform (Greenfield Sector)**
- **G3 - Areas to Transform (Suburban Infill Sector)**
- **G4 - Areas to Strengthen (Urban Infill Sector)**

SECTORS

Elements of the Plan

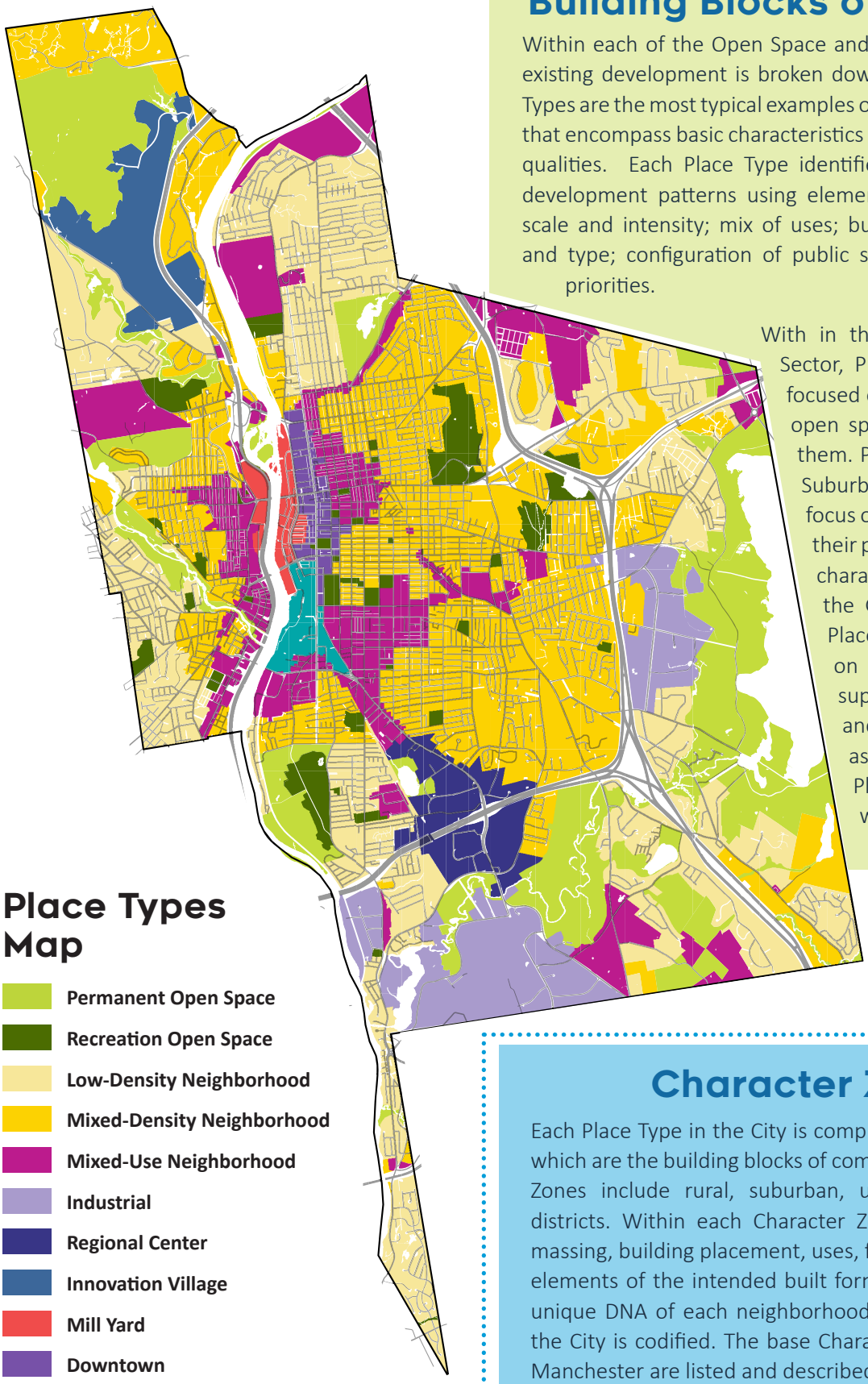
Sectors are used to guide where, and to what extent, open areas and growth areas are to be encouraged and directed. Sectors are assigned to different areas based on a number of factors, including availability of planned and existing infrastructure and preservation of valuable open space. There is a Preservation Sector in Manchester: P1 Preservation Sector and four (4) Growth Sectors: G-1 Suburban Development Sector, G-2 Greenfield Growth Sector, G-3 Suburban Infill Growth Sector, and G-4 Urban Infill Growth Sector. These Sectors are more fully described in the Master Plan.

PLACE TYPES

Building Blocks of Community

Within each of the Open Space and Growth Sectors, new and existing development is broken down into Place Types. Place Types are the most typical examples of certain types of built form that encompass basic characteristics of rural, suburban or urban qualities. Each Place Type identifies and describes differing development patterns using elements such as: development scale and intensity; mix of uses; building massing block size and type; configuration of public spaces; and transportation priorities.

With in the Preserved Open Space Sector, Place Types are exclusively focused on the amount and type of open spaces that are allocated in them. Place Types that occur in the Suburban Development Sector focus on land and building uses as their predominant differentiating characteristic. Development in the Growth Sectors consist of Place Types that are focused on the intended community-supported vision of innovation and community character as the primary focus. Each Place Type is described within the Master Plan.



Place Types Map

- Permanent Open Space
- Recreation Open Space
- Low-Density Neighborhood
- Mixed-Density Neighborhood
- Mixed-Use Neighborhood
- Industrial
- Regional Center
- Innovation Village
- Mill Yard
- Downtown
- TOD

Character Zones

Each Place Type in the City is comprised of Character Zones, which are the building blocks of community. These Character Zones include rural, suburban, urban, civic and special districts. Within each Character Zone, building types and massing, building placement, uses, frontage types, and other elements of the intended built form are integrated and the unique DNA of each neighborhood, district and corridor of the City is codified. The base Character Zones identified for Manchester are listed and described within the Master Plan.

INTROD

UCTION

ELM STREET AND HANOVER, 2019

ELM STREET CIRCA 1907

A PLAN FOR MANCHESTER

Our City, Our Future

Manchester is the largest and most dynamic city in Northern New England. It has more than 112,000 residents, about 6,600 commercial establishments, over 300 restaurants (TripAdvisor, 2020), cultural amenities, like museums and sporting events, and easy access to nature. Since Manchester's last Master Plan was adopted in 2009, the City has attracted more businesses and people than anywhere else in the region. Now, the citizens of Manchester have once again come together to plan for the City's future. We hope to build on our past successes and attract an adventurous, driven, and innovative population.

Our vision for Manchester is to lead Northern New England in innovation and entrepreneurship while maintaining high standards of amenities, livability, culture, education, and environmental stewardship.

City of Manchester Vision Statement

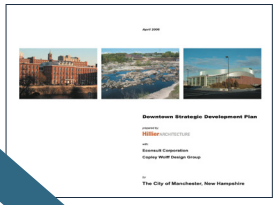
"TO BE A FIRST-CLASS CITY TO LIVE, WORK, AND VISIT, BUILT UPON OUR RICH HISTORY OF CULTURE, EDUCATION, ENVIRONMENT, AND COMMERCE."

WHY PLAN?

Circumstances have changed since the Manchester Planning Board adopted the previous Master Plan in 2009. Many of these changes can be attributed to the economy, including the Great Recession's housing crisis and the shift toward online and technology–based industries and services. These changes have brought opportunities and challenges, many of which have focused on the City's efforts. These challenges include increased pressure on the transportation infrastructure, congestion, increased demand for housing and declining affordability, and difficulties in meeting local workforce demand. This Plan presents a new vision, one that is focused on policies intended to redirect City resources to support new and emerging priorities. Building on past planning efforts, implementing the new Manchester Master Plan seeks to preserve the City's character while promoting improvements that enhance residents' quality of life.

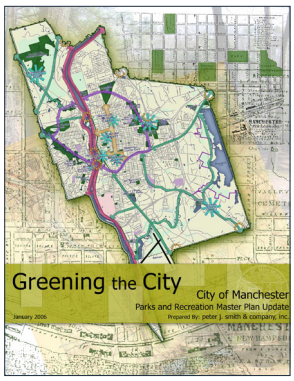
2006

Downtown Strategic Development Plan



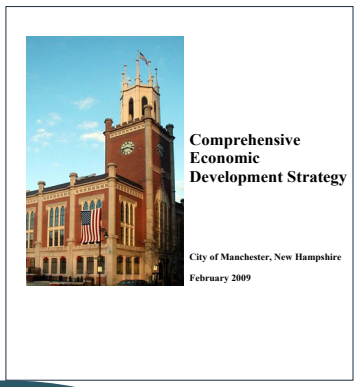
2006

Greening the City - City of Manchester Parks and Recretion Master Plan Update.



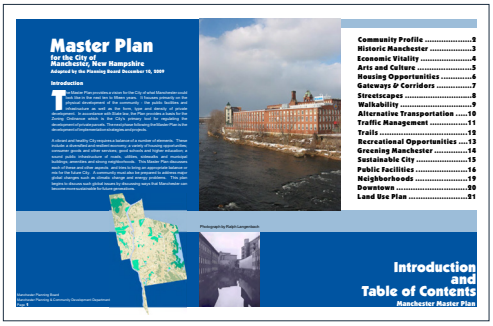
2009

Comprehensive Economic Development Strategy



2009

Master Plan



2010

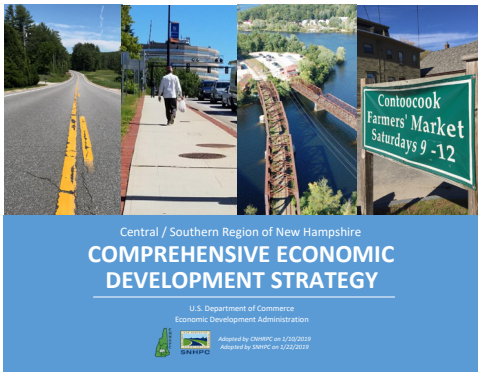
Arts and Cultural Master Plan

2016

Manchester Bike MasterPlan Routes

2019

Regional CEDs Plan



2017

Manchester Connects

KIT 4

ACTION KIT FOR ORGANIZATION

SNHPC
Over the next 10 months, Manchester's Transit-Oriented Development (TOD) planning effort will explore ways to
IMPORTANT: Assume change is possible through new development, redevelopment, and/or infill development. Also assume property owners would agree with you.

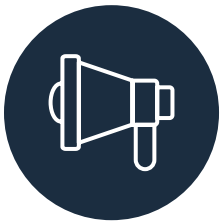
What is a MASTER PLAN

The **Master Plan** is the official adopted statement for future development and conservation in the City. It establishes a vision and guiding principles, analyzes existing conditions and emerging trends, describes and illustrates a plan for future development and supporting infrastructure, provides the City with sustainable growth strategies, and outlines steps for implementation. It will serve as the foundation for determining effective public policy and making land-use decisions for the future. It will provide an ongoing framework for informed and directed public investment and private development.

The long-term horizon for the Plan keeps the document somewhat general. However, the broad range of development issues and City services addressed makes it a reliable guide for smart, sustainable growth. The Plan reflects the priorities, values, and requirements of Manchester's residents, safeguarding the City's history and sense of place while stimulating conditions for the short- and long-term needs and desires of Manchester. All municipal governments in the State of New Hampshire derive authority to enact land use controls from the New Hampshire Revised Statutes Annotated, Title LXIV. The specific statutory authority for a municipality to plan and zone is contained in Chapter 674.

Together, the Master Plan and its implementation tools ensure that future decision-making regarding development is consistent with the community's vision and residents' expectations for a higher quality of life. Ultimately, the relevance of Manchester's Plan will be measured by its use during everyday decision-making. Monitoring the Plan's implementation should be an open and ongoing process, summarized each year in a community report card that examines performance, measures achievement, and reflects changes generated by the Plan.

USER'S G



01

We Heard You

This Master Plan results from an extensive and transparent community planning process reflecting many differing points of view. Hundreds of Manchester residents, businesses, visitors, and supporters participated in creating this document. While there's something for everyone contained within these pages, not everyone will love everything. However, we hope the reader will consider the big picture and whether the Plan as a whole takes Manchester in the right direction. We hope that everyone can find something to get excited about and become a champion for bringing this vision to life!

02

Understand the Element of Time

At first glance, the Plan may seem ambitious and daunting. It is important to understand that not everything in the Plan will happen all at once, and some things may not happen at all. Included are some big ideas that, if implemented, would bring about transformative change, taking years or even decades to come to fruition. Other ideas are smaller and can happen right away. This planning process is about planting seeds and seeing what we can grow under the right conditions and careful tending.

03

Be a Champion of the Plan

The Plan reflects an entire community's ideas and includes many differing points of view — a bit of something for everyone. You don't have to love everything in the Plan, but consider the big picture and whether the Plan as a whole takes Manchester in the right direction. We hope that everyone can find something to get excited about and become a champion for bringing this vision to life!

UIDE

04

Show Me the Money

The one thing that everyone wants to know is, "How much will this cost, and who's going to pay for it?" What's important to understand is that much of what will be needed to bring this vision to life is private investment in individual properties. This plan's role is to offer a vision for the future and set a course of action. The City will have to ensure that the stage is set through supportive regulations and investments in infrastructure. Still, most of the cost and responsibility for development will fall to individual private and non-profit property owners, often in partnership with public entities.

05

Be a Part of the Action Team

Although we all wish our tax dollars bought us unlimited City services, the reality is that there is more work to do than staff to do it. All of these great ideas take time, money, and capacity. For this plan to become a reality, many people must decide they care enough to stay involved and help execute the Plan. Get on a City commission, join a citizen task force, or turn out to support new projects that are in concert with Manchester as they come forward. We will need everyone to actively engage and support this plan over the years to come. Communities that work together and work smartly succeed.

THE PLANNING PROCESS

The City of Manchester and its consultant, Town Planning and Urban Design Collaborative (TPUDC) led an open public engagement program, delivering a planning process unlike any other prior effort conducted for the City. The City used a multi-faceted approach to solicit input and maximize citizen participation. Over 12 months, the City offered various community events, small-group meetings, online surveys, and other input opportunities. Combining traditional and unconventional techniques to engage a broad cross-section of Manchester residents and other stakeholders resulted in over 500 people participating in the process. The ideas and opinions offered throughout all phases of this project helped shape the new vision for Manchester.

2019

July
Community Kick-Off

Summer
Data Gathering

September
Planapalooza™

2020

Fall/Winter
Refining the Data
Drafting the Plan
Client Draft Plan

2021

Spring
Final Plan Preparation

Spring/Summer
Final Plan Presentation

POLICYMAKER INTERVIEWS

The project team conducted individual interviews with members of the Planning Board and Board of Mayor and Aldermen, who play a crucial role in the adoption and implementation of the Master Plan.

THINK TANK

The Plan Manchester Think Tank was a steering committee comprised of 9 members, including representatives of local organizations and residents with expertise in business and economic development, housing, and design. A list of the Think Tank members appointed by the Planning Board is included in the Acknowledgments section at the front of this document. The mission of the Think Tank was to act as a sounding board. The Think Tank was charged with the following responsibilities: identifying general issues and topics of concern; providing input during the development of the Plan; supporting efforts to generate public interest; participating in scheduled events; ensuring widespread resident, business and visitor involvement; and assisting in identifying and involving stakeholders.

PUBLIC MEETINGS

The City held a series of public events and meetings to obtain public input. The timing and format of the meetings varied to maximize participation.

Kick-Off

In July 2019, the City hosted a project kick-off event facilitated by the consultant. Over 50 people, including elected and appointed officials, residents, and representatives of area organizations, attended the meeting to hear about the project, learn about the process, and express what was important to them.

Planapalooza™

The multi-day event, which included a variety of meetings with citizens and stakeholders, was held on September 12th-17th, 2019.

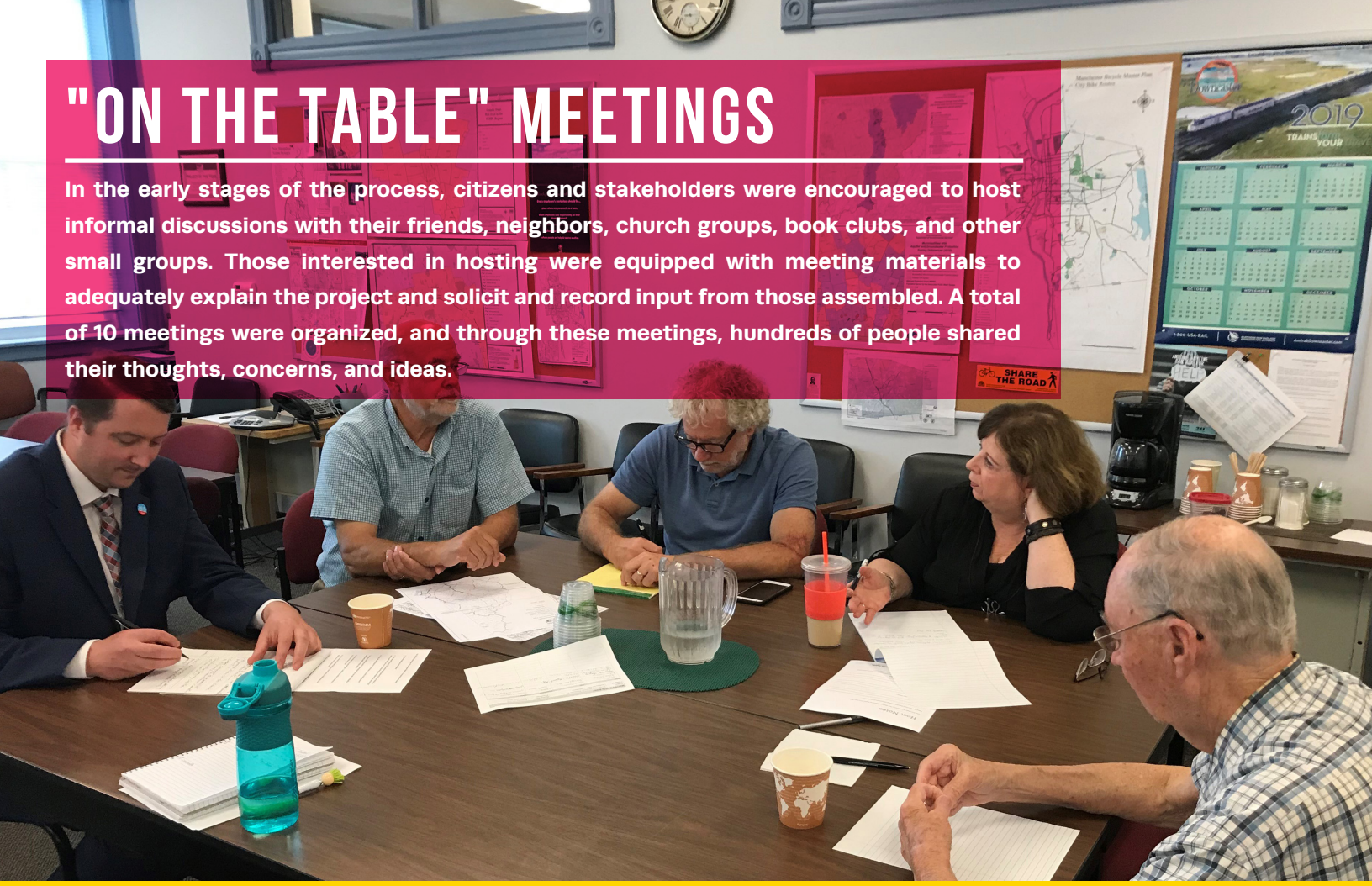
01 **Visioning**

02 **Open Studio**

03 **Work-In-Progress Presentation**

"ON THE TABLE" MEETINGS

In the early stages of the process, citizens and stakeholders were encouraged to host informal discussions with their friends, neighbors, church groups, book clubs, and other small groups. Those interested in hosting were equipped with meeting materials to adequately explain the project and solicit and record input from those assembled. A total of 10 meetings were organized, and through these meetings, hundreds of people shared their thoughts, concerns, and ideas.



HUD CONSOLIDATED PLAN FOCUS GROUP MEETING & PUBLIC HEARINGS

The City incorporated an update to the HUD Consolidated Plan into the Planning effort. The project team attended and helped facilitate focus group meetings to generate input to inform the Needs Assessment Analysis and Market Analysis and prepare the narratives for the HUD required sections. The project team also attended and helped facilitate public hearings to solicit feedback on the Draft HUD Consolidated Plan.

WEBSITE & SOCIAL MEDIA

TPUDC and City staff maintained a web presence (www.Planmanchester.com), and the City's Facebook page was used to help disseminate information about the project and upcoming events. The project website was used to post documents and gather public input through discussion boards, map-based exercises, photo-sharing, and more. The site remained active throughout the entire process, with more than 900 informed visitors and over 5,000 individual site visits.

MANCHESTER MASTER PLAN
PLANAPALOOZA™
SEPT. 13TH-17TH
MANCHESTER
COMPREHENSIVE
MASTER PLAN
WHAT'S A PLANAPALOOZA™ ?
HELP CREATE A NEW VISION FOR MANCHESTER!
We want to hear from you!
Nous voulons vous entendre!
¡Queremos escucharte!
MasterPlan@manchesternh.gov
#PlanMHT
SCHEDULE FOR PLANAPALOOZA™
Thursday, September 12, 2019
6:00pm – 8:00pm – Opening Presentation & Workshop
Friday, September 13, 2019
9:00am – 10:00am – Technical Meeting #1
10:30am – 11:30am – Technical Meeting #2
12:30pm – 1:30pm – Technical Meeting #3
Saturday, September 14, 2019
9:00am – 10:00am – Technical Meeting #4
12:30pm – 1:30pm – Technical Meeting #5
5:00pm – 6:00pm – Technical Meeting #6
Sunday, September 15, 2019
6:00pm – 7:30pm – Pin-Up Session
Tuesday, September 17, 2019
6:00pm – 7:30pm – Work-In-Progress Presentation
OPEN STUDIO SEPT. 13TH-17TH 9:00AM-9:00 PM
Visit the project website at
PLANMANCHESTER.COM

MANCHESTER
COMPREHENSIVE
MASTER PLAN
Art contest
IS THERE AN ARTIST IN YOU?
IF SO, BRING OUT THAT ARTISTIC SIDE... AND SHARE WITH US WHAT YOU LIKE ABOUT MANCHESTER!
EVERYONE IS INVITED TO PARTICIPATE AND WIN GREAT PRIZES.
SEPTEMBER 11TH 2019

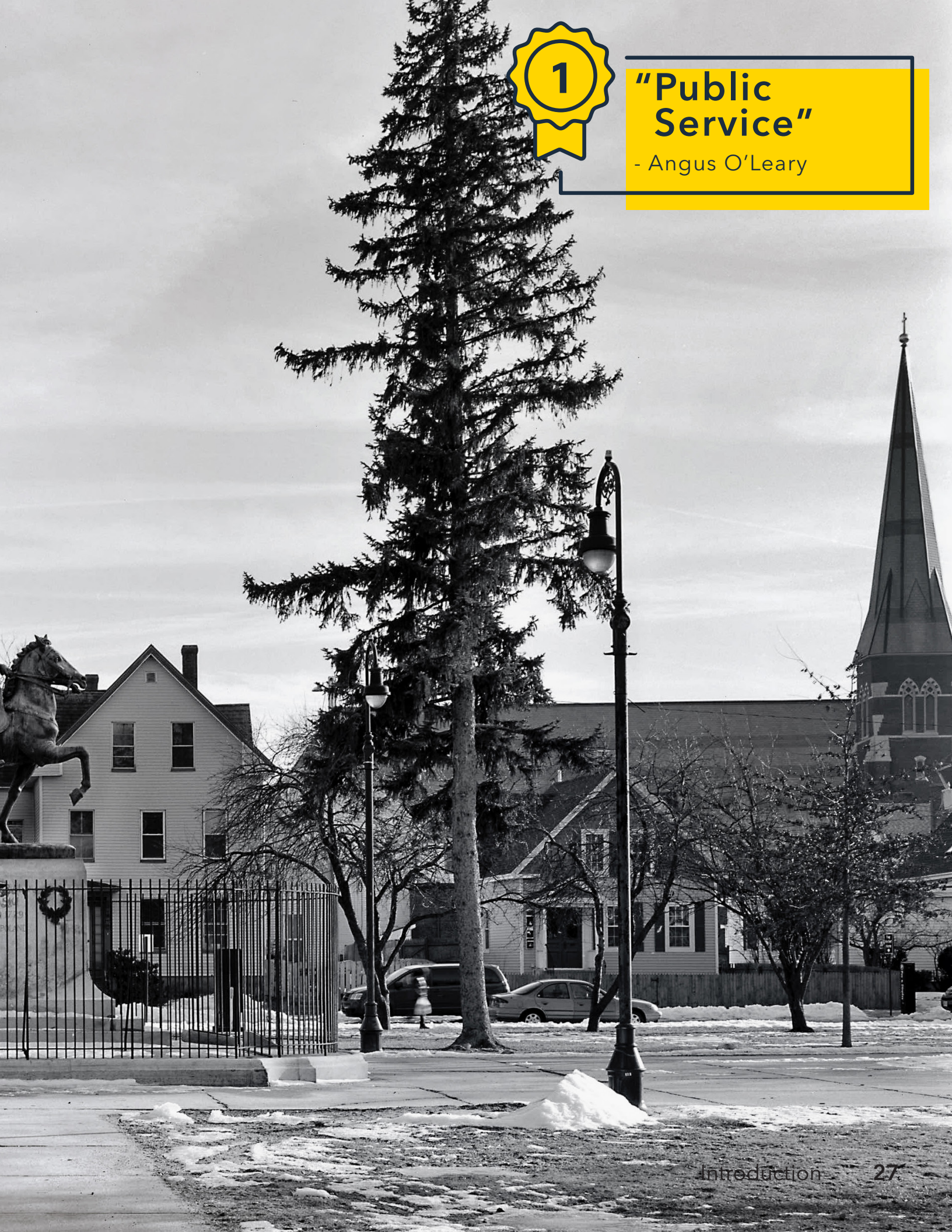
DIRECT COMMUNICATION & PRINTED MATERIALS

Monthly project updates and email invitations were sent directly to stakeholders who registered on the Plan Manchester website (124 subscribers).

Emails were sent to community stakeholders, inviting them to participate in all public events as well as the Planapalooza™. In the months leading up to Planapalooza™, TPUDC conducted interviews of policymakers, including members of the Planning Board and Board of Mayor and Aldermen.

ART CONTEST

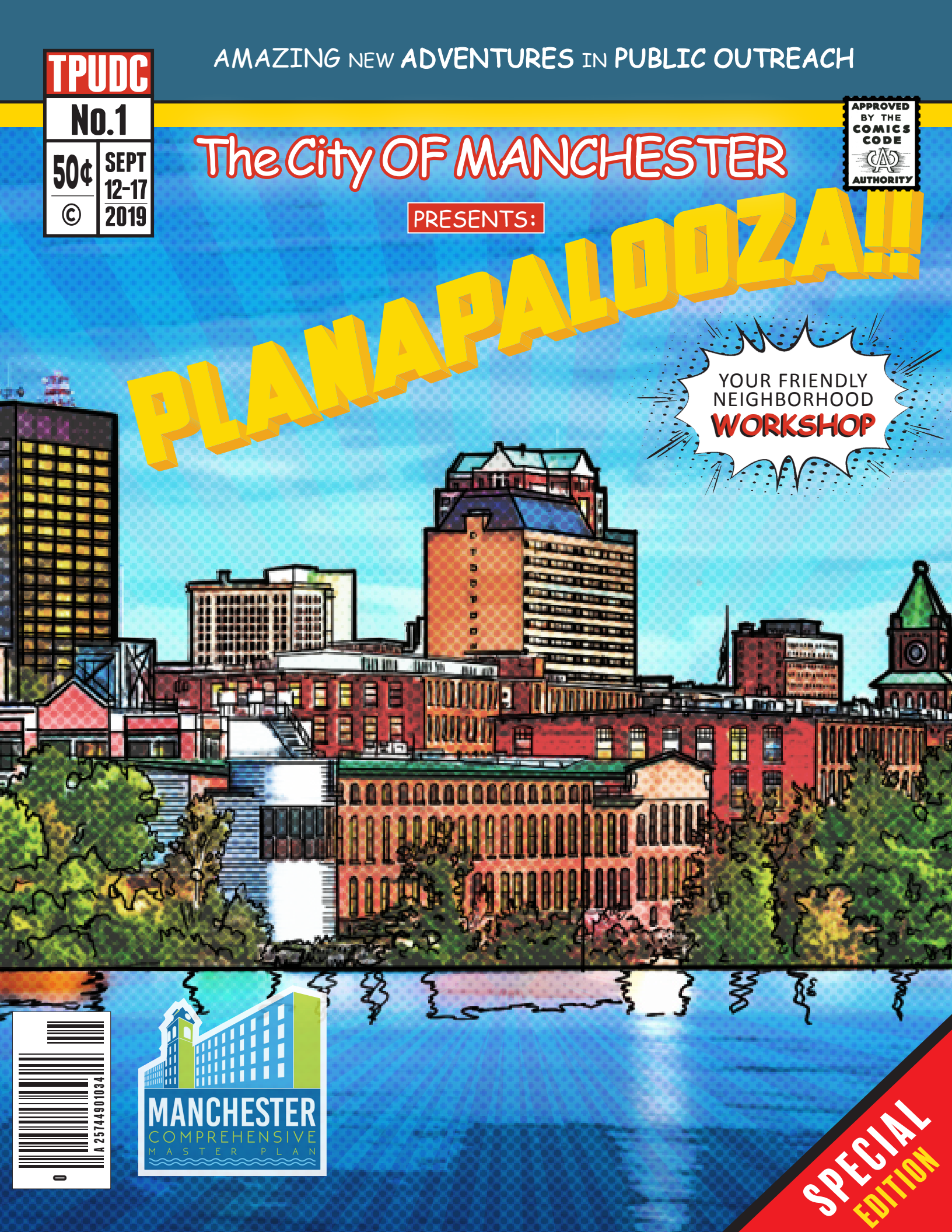
To encourage input from stakeholders who prefer visual communication and to promote Planapalooza, TPUDC and the City held an art contest. Contestants ranging in age from 7 – 60 submitted entries, which were judged by the community during Planapalooza™. First–, second–, and third–place winners were selected and received prizes donated by local businesses.



1

"Public Service"

- Angus O'Leary


TPUDC
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AMAZING NEW ADVENTURES IN PUBLIC OUTREACH
APPROVED BY THE COMICS CODE AUTHORITY
The City OF MANCHESTER
PRESENTS:
PLANAPALOOZA!!
YOUR FRIENDLY NEIGHBORHOOD
WORKSHOP
MANCHESTER
COMPREHENSIVE
MASTER PLAN
SPECIAL EDITION

01

Visioning

A meeting held at the Palace Theater's Spotlight Room opened the Planapalooza. Participants enjoyed sharing opinions and aspirational ideas as they initiated the process of articulating a vision for the future of Manchester.

02

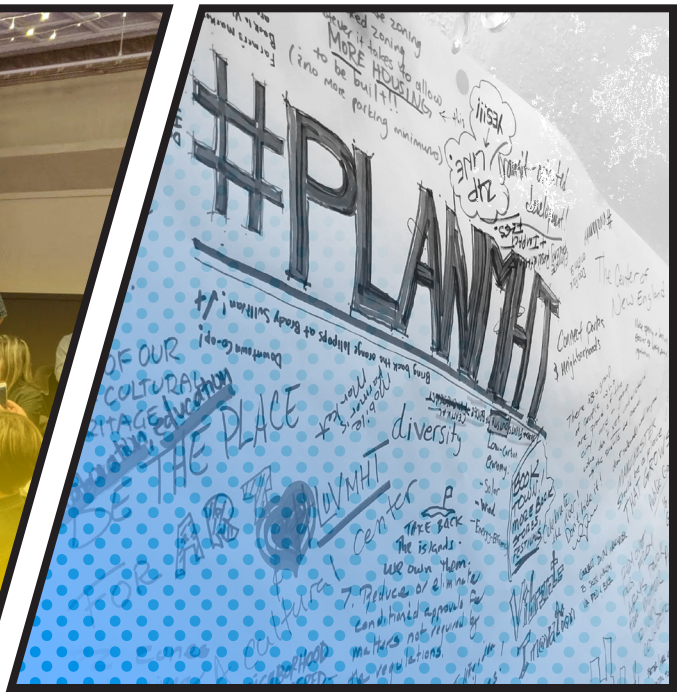
Open Studio

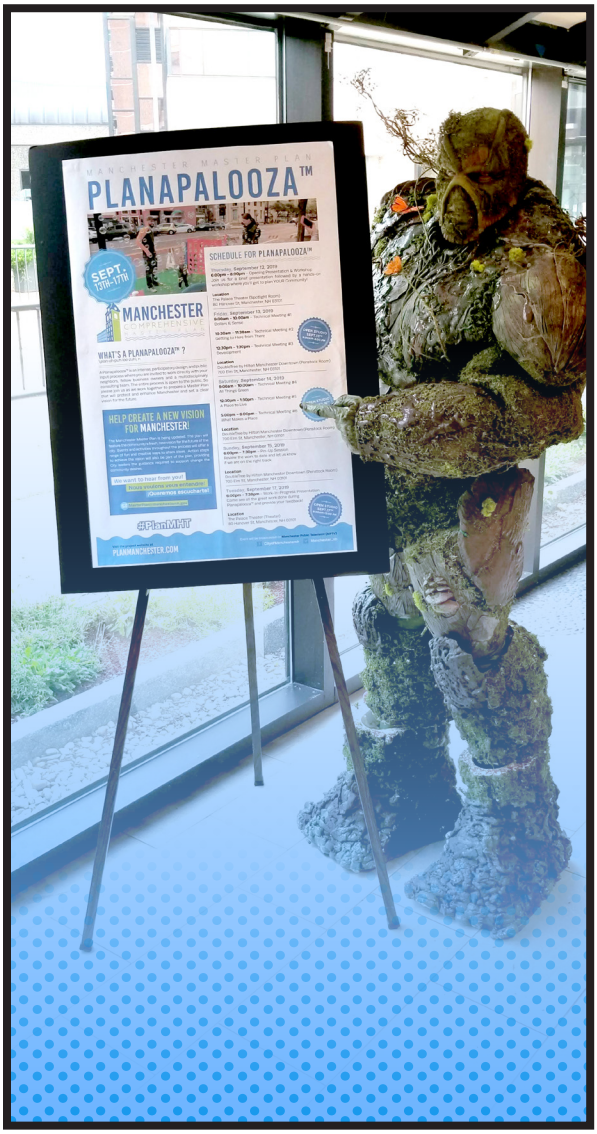
Held in the Penstock Room at the DoubleTree Hotel, the studio was the setting for a variety of interest group meetings. Concurrently, the consultant explored future land-use scenarios and sketched conceptual illustrations for critical areas of the City that aligned with input recorded in these meetings. These interactive sessions were focused on encouraging participants to articulate their wishes and hopes for the future of the City and formulating the broad vision. The informal setting urged people to drop in, share ideas, ask questions, and participate in brainstorming sessions to define new initiatives.

03

Work-In-Progress Presentation

Taking center stage at the Palace Theater, the project team presented the initial results of the five-day workshop.


#PLANMHT
MORE HOUSING
THE PLACE
diversity
Center


PLANAPALOOZA™
SEPT 15TH-17TH
MANCHESTER
WHAT'S A PLANAPALOOZA™ ?
HELP CREATE A NEW VISION FOR MANCHESTER!
#PlanMHT
PLANMANCHESTER.COM

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about manch

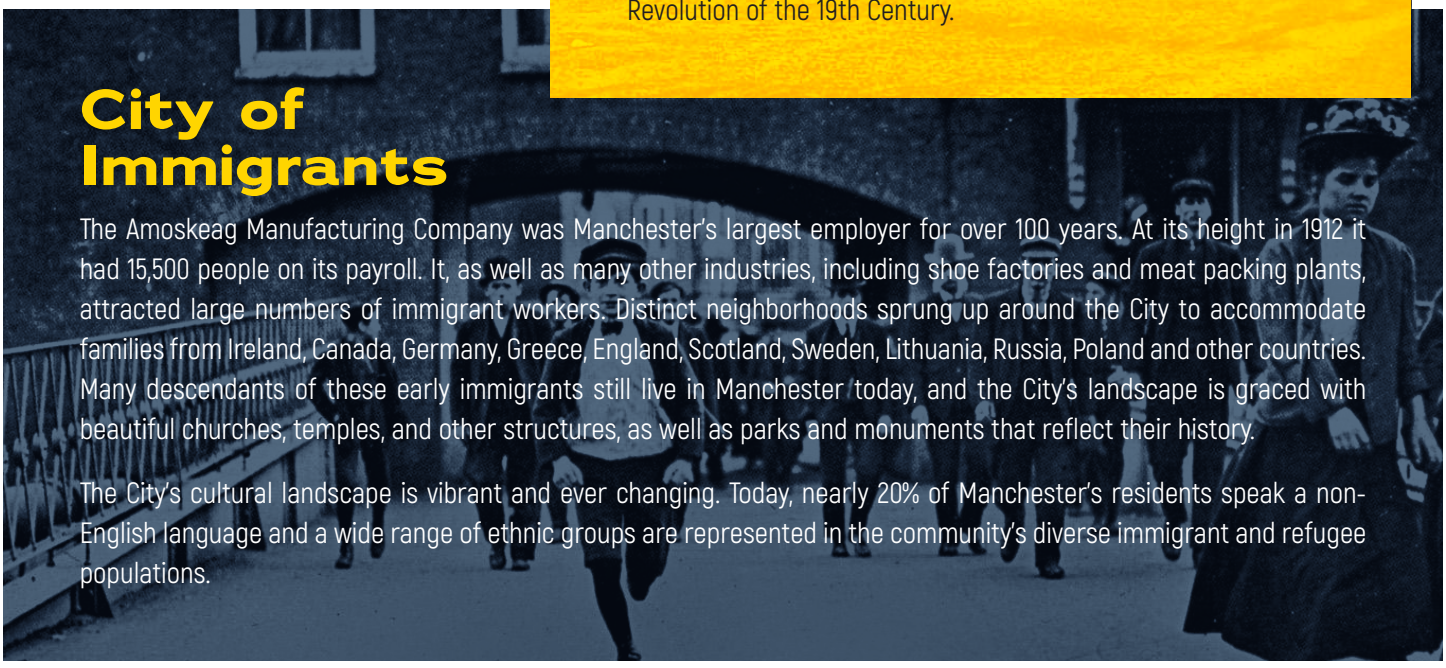
nester

A GLIMPSE INTO THE HISTORY OF MANCHESTER

The story of Manchester is one of optimism, entrepreneurship, and hard work. From its earliest days as the frontier town of Derryfield, to the era of industrial development, to the economic and societal challenges of the 20th Century, to today– Manchester has moved forward in a spirit of innovation.

Amoskeag Falls – "Place of Many Fish"

Manchester owes its existence to the area of rapids on the Merrimack River known as Amoskeag Falls. The word *Amoskeag* means "place of many fish" in the language of the Abenakis– the Native Americans who inhabited the area for centuries. The plentiful fishing at the Falls was legendary. The power of water flowing down the more than 50 foot drop in the river at the Falls was harnessed by early European settlers to operate lumber and grist mills. This tremendous water power potential made large-scale textile manufacturing possible during the Industrial Revolution of the 19th Century.



City of Immigrants

The Amoskeag Manufacturing Company was Manchester's largest employer for over 100 years. At its height in 1912 it had 15,500 people on its payroll. It, as well as many other industries, including shoe factories and meat packing plants, attracted large numbers of immigrant workers. Distinct neighborhoods sprung up around the City to accommodate families from Ireland, Canada, Germany, Greece, England, Scotland, Sweden, Lithuania, Russia, Poland and other countries. Many descendants of these early immigrants still live in Manchester today, and the City's landscape is graced with beautiful churches, temples, and other structures, as well as parks and monuments that reflect their history.

The City's cultural landscape is vibrant and ever changing. Today, nearly 20% of Manchester's residents speak a non-English language and a wide range of ethnic groups are represented in the community's diverse immigrant and refugee populations.

The Early Textile Industry at Amoskeag Falls

In 1805 a small wooden mill was built on the west bank of the Merrimack River at Amoskeag Falls by an entrepreneur named Benjamin Pritchard. Its water wheel powered machinery for spinning cotton and woolen yarn. In 1810, the mill was enlarged and local investors were brought in. The first water-powered looms were installed in 1819, and automated textile production began. Six business partners from Massachusetts and Rhode Island acquired the operation in 1825, which they named the Amoskeag Manufacturing Company. They built two larger mills and established Amoskeag Village to provide housing for their workers and other amenities. The company produced cotton textiles for mattresses, sheets, and shirts, as well as wool cloth. In 1831 the owners of the Amoskeag Manufacturing Company were bought out by wealthy investors known today as the Boston Associates, who were developing textile manufacturing in Lowell, Massachusetts. The water power potential at Amoskeag Falls far exceeded what was available downriver at Lowell.

The Amoskeag became a stock corporation with the potential to raise large sums of money. It owned hundreds of acres of land on the west side of the Merrimack River, and also acquired 15,000 acres on the east side. In the 1830s the company built the first dam across the Merrimack at Amoskeag Falls, and built two water power canals parallel to the river.

The first brick textile mill completed by the company began operating in 1838, owned by the Stark Manufacturing Company. By 1915 the Amoskeag had built over 30 mills and other structures for itself and for other corporations. The Amoskeag Millyard, as it is now known, was a marvel of engineering and cohesive architectural design.

Industrialization and City Planning

The Amoskeag Manufacturing Company was a real estate and power development company and a major manufacturer of textiles. From its incorporation in 1831 to it its dissolution in 1936, the Amoskeag exerted tremendous influence over the landscape, economy, and people of Manchester. Its mill yard still stretches for over a mile along the east bank of the Merrimack River, and two enormous Amoskeag mills loom over the river on the west side.

During the 19th Century, in addition to textiles, the company also produced steam locomotive engines, steam fire engines, and musket rifles for the Union Army during the Civil War. The company became famous for its fine cotton ginghams, and its denims were considered among the best made anywhere. In 1873 Levi Strauss & Co. began manufacturing its first "blue jeans" in San Francisco using Amoskeag denim. In the early 20th Century, the Amoskeag's mill yard was known as the largest cotton textile plant in America.

The essential nature of the City as it exists today was set in motion by the Amoskeag Manufacturing Company. Its ownership of vast tracts of land enabled it to transform a sparsely settled town into a planned city. It set aside several streets east of the mill yard for its workers housing district, and laid out a wide boulevard, Elm Street, to serve as the main street. The company designed a neat grid system of streets and alleys fanning out from the downtown. In 1838 the company held the first in a series of land sales, selling building lots to private interests. It set aside considerable land for public parks and donated lots for schools and churches. Its real estate scheme encouraged commercial investment and the development of pleasant residential neighborhoods. The Amoskeag's far-sighted City Plan was an early example of large-scale urban planning in the United States.

Events Affecting Growth and Development in Manchester

1751

The town of Derryfield was incorporated. Its population was made up of Scots-Irish and English settlers. The town hall was on Mammoth Road.

1825

A partnership called the Amoskeag Manufacturing Company acquired the textile mill. The company built two more mills and established Amoskeag Village.

1831

The Amoskeag Manufacturing Company became a stock corporation. It acquired land on the east side of the Merrimack River, and began constructing canals and mill buildings.

1838

The first cotton textile mill began operating in the mill yard, constructed for the Stark Manufacturing Company. Over the next decades the Amoskeag will build mills for other corporations as well as for itself.

1805

The first water-powered spinning mill began operating on the west side of Amoskeag Falls.

1841

Manchester built a new town hall at Elm and Market streets. It was destroyed by fire in 1844 and was replaced with the current structure in 1845.

1751

The town charter was signed at the tavern.

1759

The City's first meeting house was constructed in this location, officially marking the City center until the center was relocated in 1841.

1810

The name of Derryfield was changed to Manchester in honor of the Samuel Blodget, the builder of a transportation canal at Amoskeag Falls. He had believed that the swift water at the Falls could one day power a great industrial city.

1837

The Amoskeag Dam was constructed. Subsequently, upper and lower canals were constructed to power the textile manufacturing machinery with hydroelectric power.

1838

The Amoskeag began implementing its vision for the new City of Manchester. This is one of the earliest large-scale urban planning projects in the United States.

1840

The Amoskeag built the first dam across the Merrimack River at Amoskeag Falls.

1846

The City of Manchester was incorporated.

1853

Manchester expanded to the west side of the Merrimack river by annexing Amoskeag Village (then part of Goffstown) and Piscataquog Village (then part of Bedford).

751-2020

THE TIMELINE SHOWS THE LINK BETWEEN THE CITY'S EVOLUTION AND ITS HISTORY IN THE TEXTILE MANUFACTURING INDUSTRY.

1871

The Amoskeag built a new dam across the Merrimack known as the "arch dam" and made improvements to its water power delivery system. During this decade coal-fired steam power was introduced in the mill yard.

1912

Cloth production had reached a level that made Amoskeag Manufacturing Company a global name in textile production.

1921

The Amoskeag built a third, taller dam across the river and a hydroelectric plant on its west bank to supply electricity to the mill yard.

1922

The 17,000 workers of the Amoskeag Manufacturing Company and the Stark Manufacturing Company were on strike for nine months. This marked the beginning of a steady decline in the City's textile industry.

1929

The Great Depression began, which would have a severe impact on Manchester–though federally funded work and construction projects helped pull the City through.

1935

After years of decline, the Amoskeag Manufacturing Company declared bankruptcy, intending to reorganize.

1936

The Merrimack River flooded in March during the Great Flood of 1936, causing devastation, including the destruction of the McGregor Bridge. The flood resulted in a $2.5 million loss to the Amoskeag Manufacturing Company's physical plant. A new locally owned corporation, Amoskeag Industries, acquired the Amoskeag's assets and began bringing new industries into the mill yard.

1941

Right before the start of World War II Manchester's small municipal airport was transformed into a U.S. Army air base, Grenier Field. The base and war-related manufacturing stimulated the local economy during the war.

1969

As the City faced the decline of manufacturing, it embarked on a multi-year initiative to transform the Amoskeag Millyard–prepping it use by light industry, offices, restaurants, classrooms, and outdoor recreation.

1977

Mall development resulted in disinvestment in downtown, particularly along Elm Street, as shoppers patronized the retailers and restaurants in the mall.

1980s

The downtown and the Amoskeag Millyard begin to see reinvestment to include modern office space, restaurant, housing, and entertainment options.

2009

A master plan was created for the City, focusing on the physical development of the community. Emphasis was placed on land use, infrastructure, neighborhoods, and quality of life.

2020

The City embarked on Plan Manchester, the process to update the 2009 master plan.

MANCHESTER TODAY

Quite a bit has changed in Manchester over the last decade, but a lot has stayed the same. The following is a snapshot of Manchester in 2020. Reflected in the facts, figures, quotes, and images are the issues and opportunities that are currently on the minds of City leaders, citizens, business owners, and many other stakeholders as they ponder today's conditions and contemplate the future of Manchester.

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PLACE

AN EMPLOYMENT CENTER

Manchester is one of the largest employment centers in New Hampshire, and it offers a wide range of employment opportunities. Healthcare jobs are plentiful at the area's several large hospitals. Manufacturing is still a mainstay–though the sector has shifted from textile mills to defense, automotive, and aerospace production. Technology companies–both research and development and manufacturing–are on the rise, embracing a high-tech future for the area.

A TOURIST DESTINATION

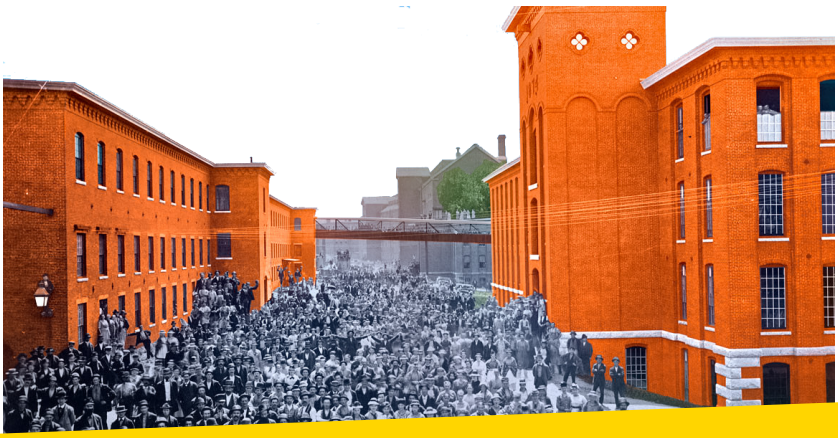
From historic mills to world-class athletics and entertainment venues to an expanding parks system, Manchester has a lot to offer visitors.

A COLLEGE TOWN

Manchester boasts eight area colleges and universities as well as numerous vocation programs. A local school system includes 21 schools, along with technology and vocational training. In addition to attracting and educating students, these colleges and universities make a wealth of activities and cultural events available to Manchester's wider population.

A PLACE TO LIVE... AND THRIVE

With so many neighborhoods, Manchester offers a place for every taste. A complete City, Manchester is on the radar of young and old. It offers a variety of walkable environments where residents can easily travel to the City's vibrant local restaurant scene, catch a movie or a show, ski, play golf, or spend some time in nature in the City's renowned parks system.



HOW A 19TH CENTURY TOWN BECAME A NEW MILLENNIUM MARVEL

Above: Politico Magazine featured Manchester in a 2016 article about the resurrection of "its massive riverside mill district into a teeming knowledge industry hive." Bottom: The Merrimack River bisects the City. Flanking the river are the historic millyards which house technology companies, and Catholic Medical Center, which employs nearly 3,000 people.

DID YOU KNOW...?

"The Amoskeag Plant grew almost continuously for seventy-five years (the last building was constructed in 1915), so it provides an excellent reflection of changes in architectural style and taste. But the real value of the mill lies in its strikingly beautiful layout. Both the mills and the workers' housing are stylistically conservative for their times, and, except for a few examples of high Victorian fantasy in the towers and gateways, the buildings are remarkably plain. The reason for this restraint in the design of individual buildings becomes apparent when one enters this complex. No structure stands isolated or distinct. Instead the dense and continuous mass of red brick buildings flows together into a unified and organic whole. The millyard is open at each end, with canals and railroad tracks running through its entire length on two different levels above the river. However, instead of a long straight avenue, a gentle curve softens the rigor of the design, dividing the millyard into identifiable spaces....In terms of urban design, the millyard is unique. Nowhere else in this country, and in only a few places in the world, does such a unified and comprehensively designed area of this size exist."

Source: conservationtech.com

FORBES MAGAZINE

Manchester is cool and getting cooler all the time. The City is well-equipped with all the raw ingredients it needs to be a modern city that attracts young families and offers a high quality of life for long- time residents. Several new and renovated parks and close proximity to the White Mountains, Lakes Region and the seacoast attract adventurous and outdoorsy, young families.

A landing place for immigrants and refugees, Manchester is the second most diverse city with Nashua being the first, according to niche.com. The broad range of ethnicities and backgrounds translates locally into a wealth of cultural events and restaurants. Multiple new dining, drinking, and entertainment establishments have opened their doors in the past few years, and it seems likely that many more will follow.

In 2017, Manchester ranked #19 among the happiest cities in America, according to Forbes. The factors that shot the City into this enviable spot were access to green spaces, a work/life balance, and residents feeling that they were able to achieve their professional goals. These factors likely influenced other notable rankings, such as Manchester's 2019 placement in the top 20 cities nationally with the highest net in-migration of millennials, according to BUSINESS NH Magazine. Also, US News & World Report placed Manchester at #43 on its 2019 list of "Best Places to Live in the US" based on five metrics: job market, value, quality of life, desirability, and net migration.

Ranked: The 25 Happiest Cities In America

Laura Begley Bloom Senior Contributor
ForbesWomen
Transformative Travel: I look at how travel can change lives.

TWEET THIS

Locals in the happiest cities tend to smile, laugh and socialize more often

If we're happy where we live, we're more likely to achieve bigger goals

Source: Forbes Magazine

BUSINESS NH MAGAZINE

BUSINESS NH Magazine applauded the City's recent influx of millennials, among the highest in the nation. This trend is a strong, positive sign for the area's economy, as incoming young workers are needed to reverse the historical pattern of "brain drain"–loss of young, educated residents–and supply Manchester's businesses with fresh talent.

BUSINESSNH MAGAZINE

EDITORIAL BACK ISSUES EVENTS COMPETITIONS ADVERTISING ABOUT US HOME

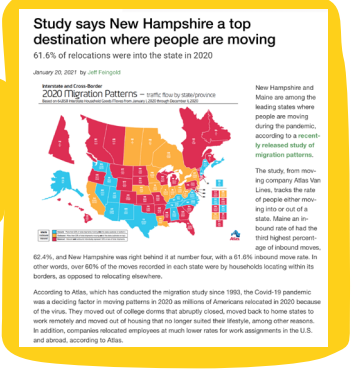
Manchester and NH Attracting Millennials

Additional Stories You Might Be Interested In

Source: BUSINESS NH Magazine

NH BUSINESS REVIEW

New Hampshire a top destination where people are moving.



Study says New Hampshire a top destination where people are moving

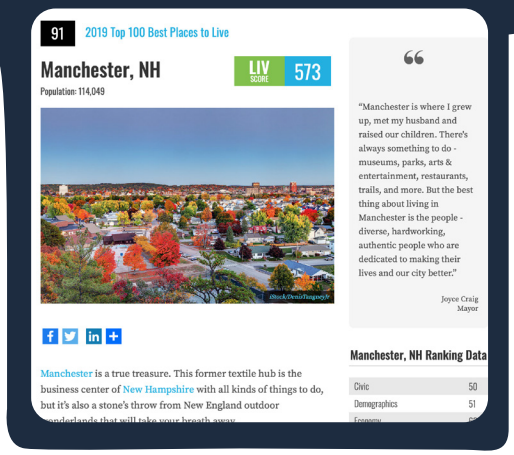
61.6% of relocations were into the state in 2020

Source: NH Business Review

IMAGE AND VIBE

LIVABILITY.COM

Livability.com ranks Manchester in their top 100 livable cities nationwide. The article begins by stating, "Manchester is a true treasure," and goes on to highlight the City's "perfect skiing weather," breweries, and plentiful weekend events.


91
2019 Top 100 Best Places to Live
Manchester, NH
LIV SCORE 573
Population: 114,049
"Manchester is where I grew up, met my husband and raised our children. There's always something to do - museums, parks, arts & entertainment, restaurants, trails, and more. But the best thing about living in Manchester is the people - diverse, hardworking, authentic people who are dedicated to making their lives and our city better."
Joyce Craig
Mayor
Manchester is a true treasure. This former textile hub is the business center of New Hampshire with all kinds of things to do, but it's also a stone's throw from New England outdoor
Manchester, NH Ranking Data
Civic 50
Demographics 51

Source: Livability

NEW HAMPSHIRE

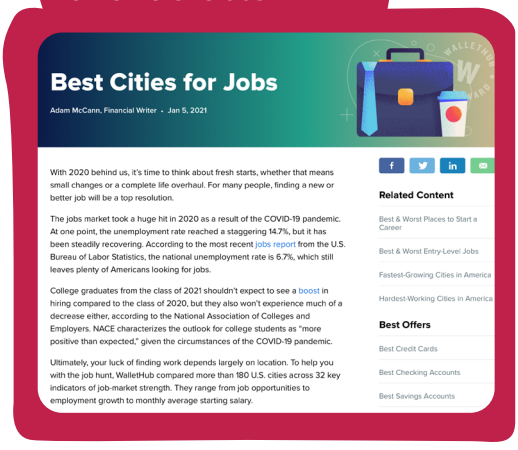
Manchester was featured in a 2018 issue of New Hampshire Magazine that reported the City's influx of young residents, increasing livability, and the opening of several hip new businesses, including a "board game bar" and a new bookstore café.

NewHampshire
FOOD PLACES PEOPLE HEALTH ARTS & SHOPPING OPINION & LAW FAMILY
Mind Your BUSINESS. And stay in THE KNOW.
Manchester Is the Next Cool City
The Queen City is challenging Portsmouth's reign as the state's coolest city. Explore Manchester's art scene, foodie culture, local brews, indie book store, cocktail bars and more while parking is still (relatively) easy.
NEW HAMPSHIRE MAGAZINE
CONTESTS AND OTHER STUFF
SPECIALTY PUBLICATIONS
McLEAN COMMUNICATIONS

Source: NH Magazine

WALLETHUB

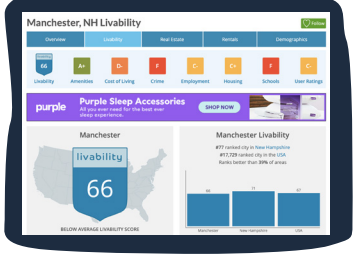
2021's Best Cities for Jobs, Manchester ranked as the #22 Best City in the Nation to Find a Job out of 182 U.S. Cities.


Best Cities for Jobs
Adam McCann, Financial Writer • Jan 5, 2021
With 2020 behind us, it's time to think about fresh starts, whether that means small changes or a complete life overhaul. For many people, finding a new or better job will be a top resolution.
The jobs market took a huge hit in 2020 as a result of the COVID-19 pandemic. At one point, the unemployment rate reached a staggering 14.7%, but it has been steadily recovering. According to the most recent jobs report from the U.S. Bureau of Labor Statistics, the national unemployment rate is 6.7%, which still leaves plenty of Americans looking for jobs.
College graduates from the class of 2021 shouldn't expect to see a boost in hiring compared to the class of 2020, but they also won't experience much of a decrease either, according to the National Association of Colleges and Employers. NACE characterizes the outlook for college students as "more positive than expected," given the circumstances of the COVID-19 pandemic.
Ultimately, your luck of finding work depends largely on location. To help you with the job hunt, WalletHub compared more than 180 U.S. cities across 32 key indicators of job-market strength. They range from job opportunities to employment growth to monthly average starting salary.
Related Content
Best & Worst Places to Start a Career
Best & Worst Entry-Level Jobs
Fastest-Growing Cities in America
Hardest-Working Cities in America
Best Offers
Best Credit Cards
Best Checking Accounts
Best Savings Accounts

Source: Wallethub

AREA VIBES

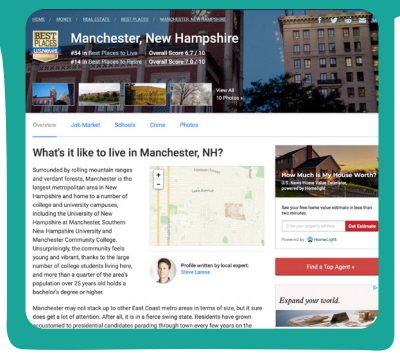
A+ for amenities.



Source: Areavibes

REAL ESTATE

In 2020, Manchester ranked as the 54th Best Place to Live in the USA. Cited among Manchester's strengths were: its location, a "vibrant" student population, job market, and quality of life.

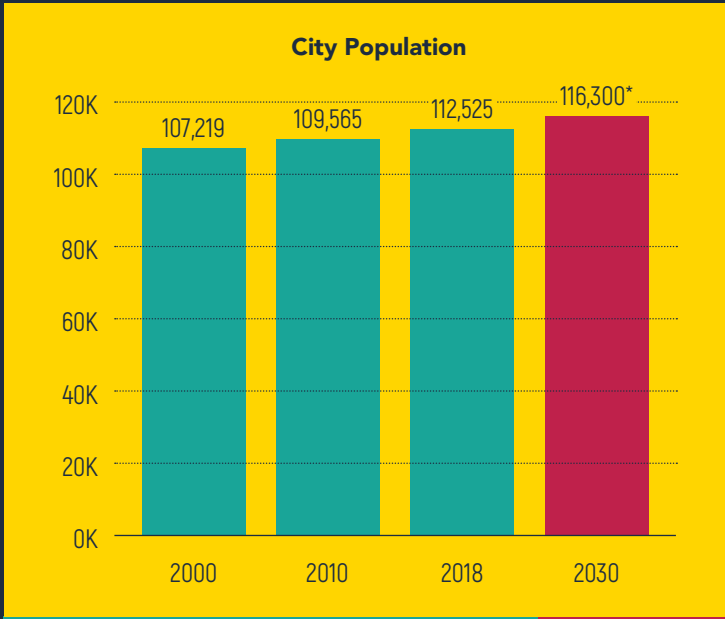

Manchester, New Hampshire
What's it like to live in Manchester, NH?
How Much Is My House Worth?
Find a Top Agent »
Expand your world.

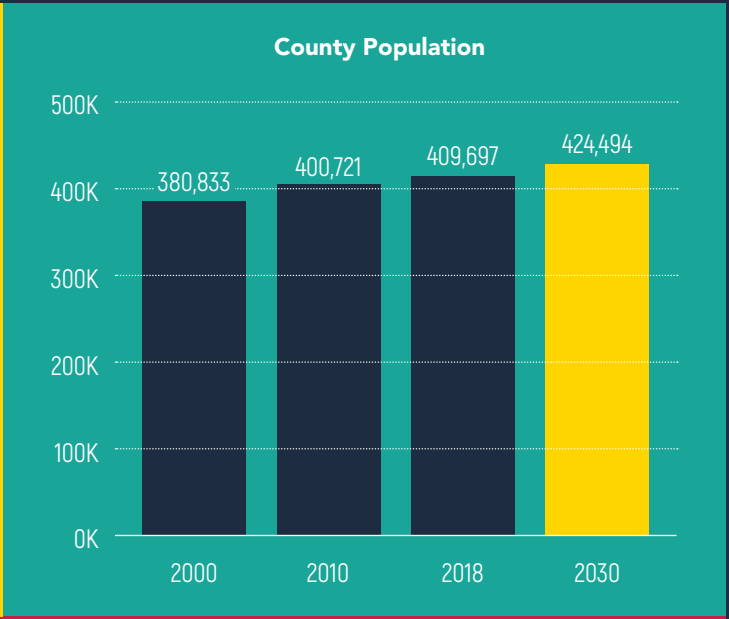
Source: Realestate.usnews.com

PEOPLE

With a population over 112,000, Manchester is the largest City in New Hampshire. Concord, the State's capital, is the third largest with a population of just under 45,000 people, according to New Hampshire's State Data Center. The City's growth over the past few decades mirrors the County's trend, with a healthy 3% average rate. Many communities in the Northeast have either maintained or lost population over the prior decades. Manchester's growth, albeit moderate, is a positive indicator of its role as an economic hub for the state and region.

The composition of Manchester's population is different from the typical population of New England states. There is more equal distribution across the five generation groups. With a median age of 38.9, it is relatively young. While the City is 82% white, with Hispanic residents making up the second highest category, it is more diverse than the region as a whole, according to the US Census Bureau.

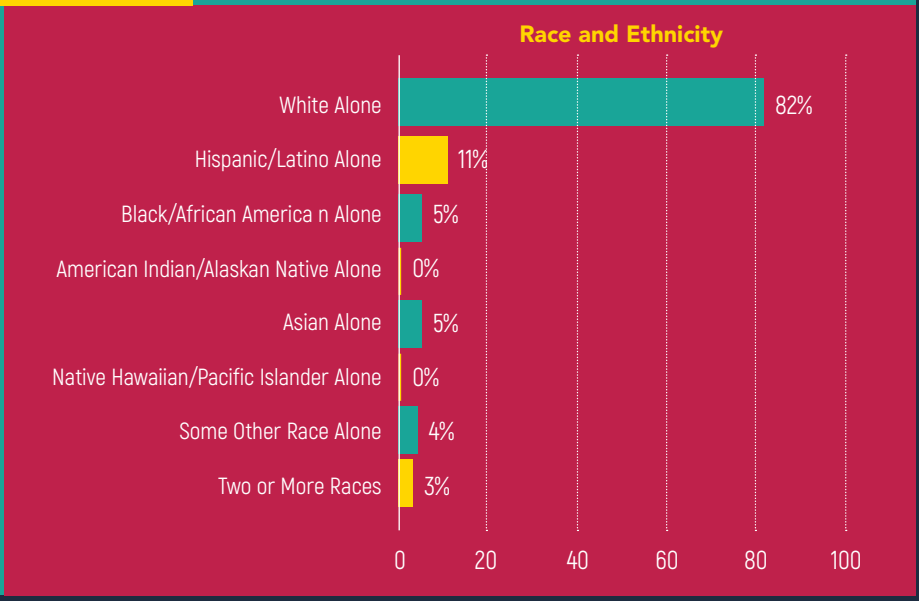




112,525

Manchester Population in 2018

Source: US Census, 2018



41.5

Hillsborough County Median Age

42.4

New Hampshire Median Age

38.9

Manchester Median Age

Manchester Population by Generation

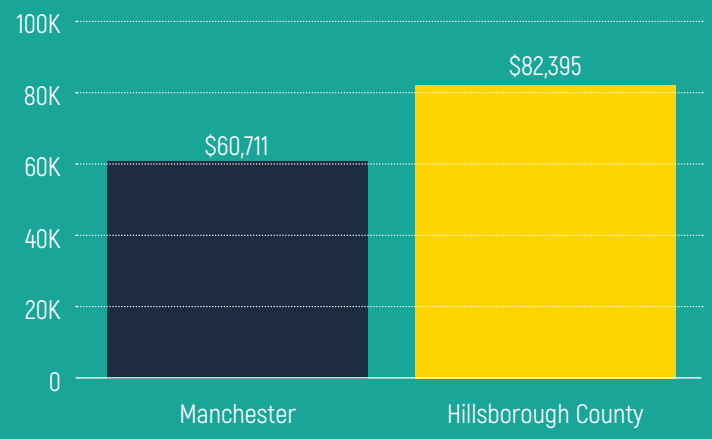
$60,711

Manchester Median Household Income

At a little more than $60,000, Manchester's median household income is only 75% of the County's median.

Source: Claritas, Inc.

Median Household Income



LIVING

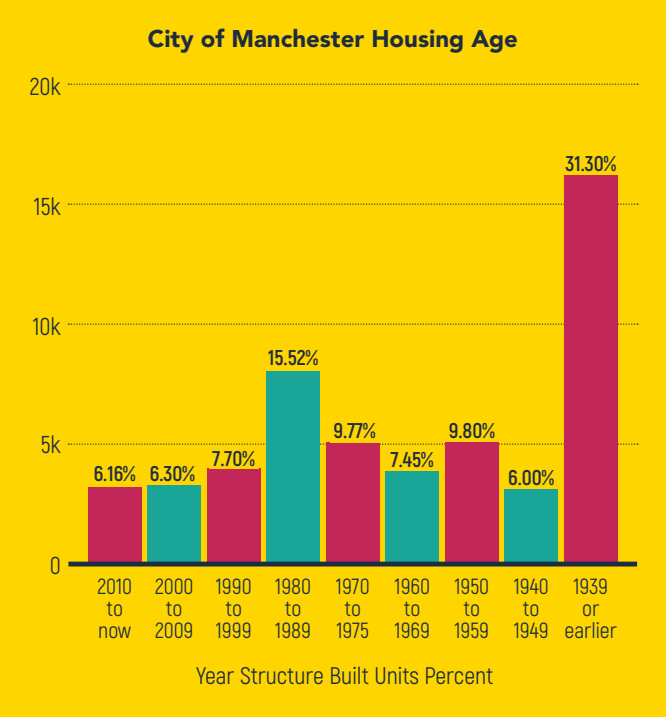
Manchester is a City of neighborhoods. Beginning with settlements along the Merrimack River, unique neighborhoods grew to become the City residents love today.

Neighborhoods

In 2019, there were 51,313 housing units in Manchester. New construction has slowed. Manchester saw the highest number of housing units constructed in the 1980s (Source: City of Manchester Planning & Community Development Department). For decades, single-family housing dominated the housing units being built in the City. Over the past 10 years, development has shifted to more multi-family units, including both apartments and condominiums.

Hillsborough County has a meager vacancy rate. In 2017, it reached an all-time low of 0.9%. Since 2017, the vacancy rate has increased to 2.5%. Still a staggeringly low rate. Nationally, the vacancy rate is 7%. Consequently, rental rates, housing costs, and demand versus supply issues are challenging.

Housing in Manchester has emerged as a critical issue in the years since the 2008 recession when the housing market across the United States faced a serious downturn. In the prevailing years, the housing market has rebounded and pressure on housing affordability in Manchester is reaching a tipping point. Single-family housing in Manchester is seeing an unprecedented increase in value. While the median price of a home in Manchester is lower than the region ($256,000 compared with Hillsborough County at $321,400), the cost of housing as a percentage of income level is higher. At the same time, multi-family development is occurring at all-time high in downtown Manchester, with new apartment and condominium developments built as high-end market-rate units. (Source: Construction Data from the City). Median rent in Manchester was $1,406 in 2019 and $1,483 in 2020 but has been increasing year after year. (Source: NHHFA 2020 New Hampshire Residential Rental Cost Survey)

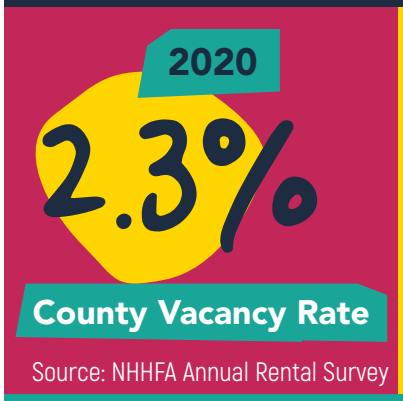


Source: 2018 ACS and City of Manchester

CHANGING PREFERENCES

Renting rather than purchasing a home is on the rise, with 1 in 8 millennials reporting they do not plan to purchase a home in their lifetimes. Most attributed this to a lack of affordable home-buying opportunities rather than a preference for renting. At the same time, rental rates have been increasing and high-end apartment construction is booming in many cities.

In the meantime, boomers are working longer, delaying home downsizing, and choosing to age in place in the homes they have owned since their early careers. Older folks who are moving strongly prefer more walkable neighborhoods where they can access goods and services without driving. In this way, their preferences mirror millennials' desire for cohesive, mixed-use neighborhoods. According to a study conducted by the Joint Center for Housing Studies of Harvard University, renting provides some seniors with opportunities to test new locations before committing to a purchase. Some choose to remain as renters because they prefer the more budget-friendly, low-maintenance housing. This trend of shifting from owning to renting is expected to continue as aging baby boomers discover the benefits of renting.



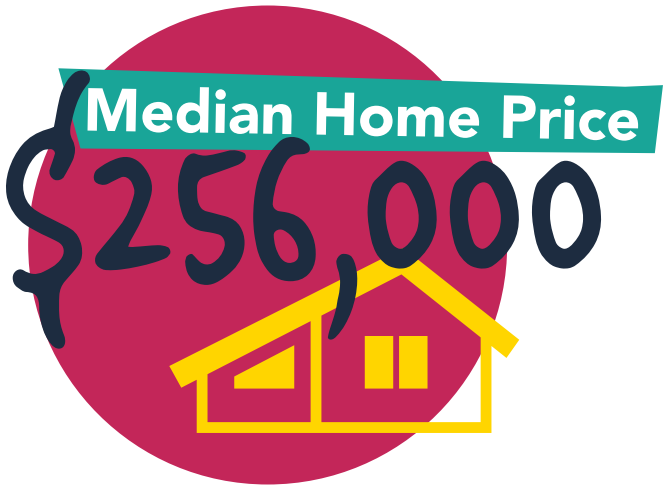
Source: NHHFA Annual Rental Survey

Housing Constructed the last 10 Years

Structure	Units	Percent
1 Unit	571	25%
2 Units	158	7%
Multi-Family	1,572	68%
Total	2,301	100%

Source: 2018 ACS and City of Manchester

Affordability was the number one issue cited through citizen comments. Housing has become expensive, and many people are stretching their budgets to pay for housing. In addition, the conditions of aging housing stock in Manchester, which could be more affordable than newer construction, present issues that require substantial investment to be maintained as decent housing. The affordability issue for housing in New Hampshire as a whole has reached a "crisis" level. In response, the New Hampshire Housing Finance Authority and the Business Industry Association have been hosting state and local leaders at forums and summits convened specifically to address the topic.



RECREATION AND ENTERTAINMENT

Manchester's residents have access to an array of sports and entertainment venues without leaving the City. Drawing minor league baseball fans from across the region, the Fisher Cats play over 70 home games each season at the Northeast Delta Dental Stadium, which is also used for concerts. Not far from the stadium is the Palace Theater and its companion venues, The Rex and the Spotlight Room, which host events featuring live music, operas, ballets, plays, comedy shows, and other performances. The SNHU Arena is located in downtown Manchester and hosts many events such as basketball games and concerts.

The City offers plenty of outdoor activities at its many parks and natural areas, including those along the Merrimack River, at nearby Lake Massabesic, and within the 640-acre Manchester Cedar Swamp Preserve. Owned by the City, McIntyre Ski Area offers nine trails and ten lanes of tubing. McIntyre is known for its family-friendly and affordable ski and snowboard lessons. In addition, the City owns Derryfield Country Club, which has an eighteen-hole regulation public golf course that was renovated in 2015.

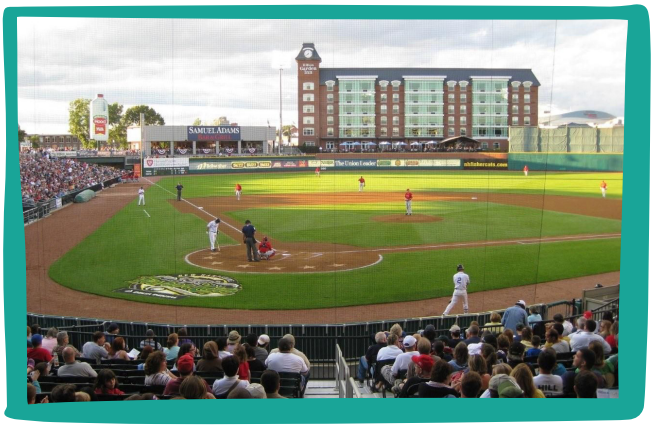
Manchester also offers cultural and educational opportunities via its highly ranked museums, including the Millyard Museum, which celebrates and preserves the City's history; the SEE Science Center, which offers hands-on activities for kids and adults alike; and the Currier Museum of Art, which houses an impressive collection of American and European art.

MERRIMACK RIVER

The Merrimack River draws paddlers to its calm waters during the warmer months. A boat launch, by the ball park, can be the start of a 30-mile trip south to Lowell, MA.

NORTHEAST DELTA DENTAL STADIUM

Northeast Delta Dental Stadium is located in South Downtown and seats 7,500. Sports fans can watch the Fisher Cats, a minor league baseball team affiliated with the Toronto Blue Jays.



MILLYARD MUSEUM

The Millyard Museum, housed in the Mill #3 in the historic Amoskeag Millyard, features exhibits that tell the stories of Manchester's evolution over more than 11,000 years.

PALACE THEATER

The Palace Theater, a 1915 architectural gem that the City has preserved and restored over the decades, is home to the New Hampshire Symphony Orchestra and the Opera League of New Hampshire.

LIVINGSTON PARK

The trail to Dorr's Pond in Livingston Park is just one of many features residents enjoy.

CURRIER MUSEUM OF ART

The Currier Museum of Art opened its doors over 100 years ago. It boasts a permanent collection of "about 13,000 American and European works of art, representing nearly every medium."

DERRYFIELD COUNTRY CLUB

Derryfield Country Club is a 115.5 acre, eighteen-hole golf course located in the heart of the Queen City.

Established in 1932, Derryfield is one of three municipally-owned golf courses in the state of NH. Golf memberships, greens fees, lessons and tournaments are offered. The area also offers a restaurant with deck overlooking the golf course, and Pro Shop.

Photo: Derry Field Golf

THE REX THEATRE

In October of 2019, The Rex Theatre, reopened brining music and laughter back to the nearly 100 year old building.

With extensive renovations, The Rex returned to something akin to its movie house days – a versatile 300-seat venue for music, comedy, meetings and much more. A nice complement to the much larger 800-seat Palace and its adjacent intimate Spotlight Room, giving organizers more options from entertainment to providing a welcoming gathering space for the community.

Photo: John W. Hession

THE HOLLOWS DISC GOLF COMPLEX

The Hollows North is a Disc Golf Course in Manchester, New Hampshire designed by 2010 PDGA World Champion, Eric McCabe.The course is located behind Brown and Mitchell Softball Field, at 178 W. Mitchell Street. Two sets of tees and pin placements on most holes, championship level course from longs to longs, and beginner friendly from shorts to shorts. Great course for ALL skill levels!

In 2018 The Hollows South was open. It is another 18 hole course designed by Eric McCabe. The course is in the same general area of the North Course except access and parking is located off of Crescent Road

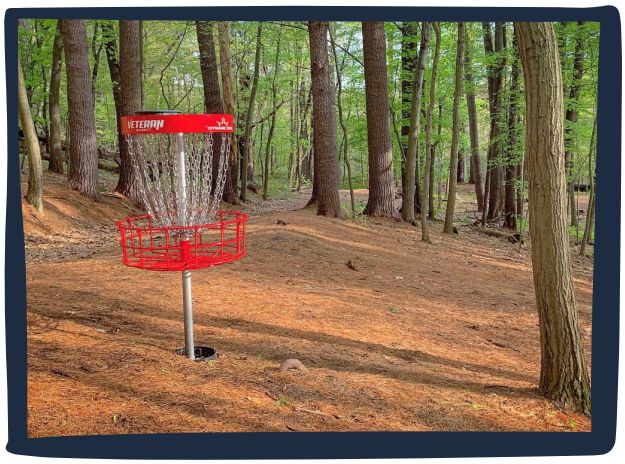
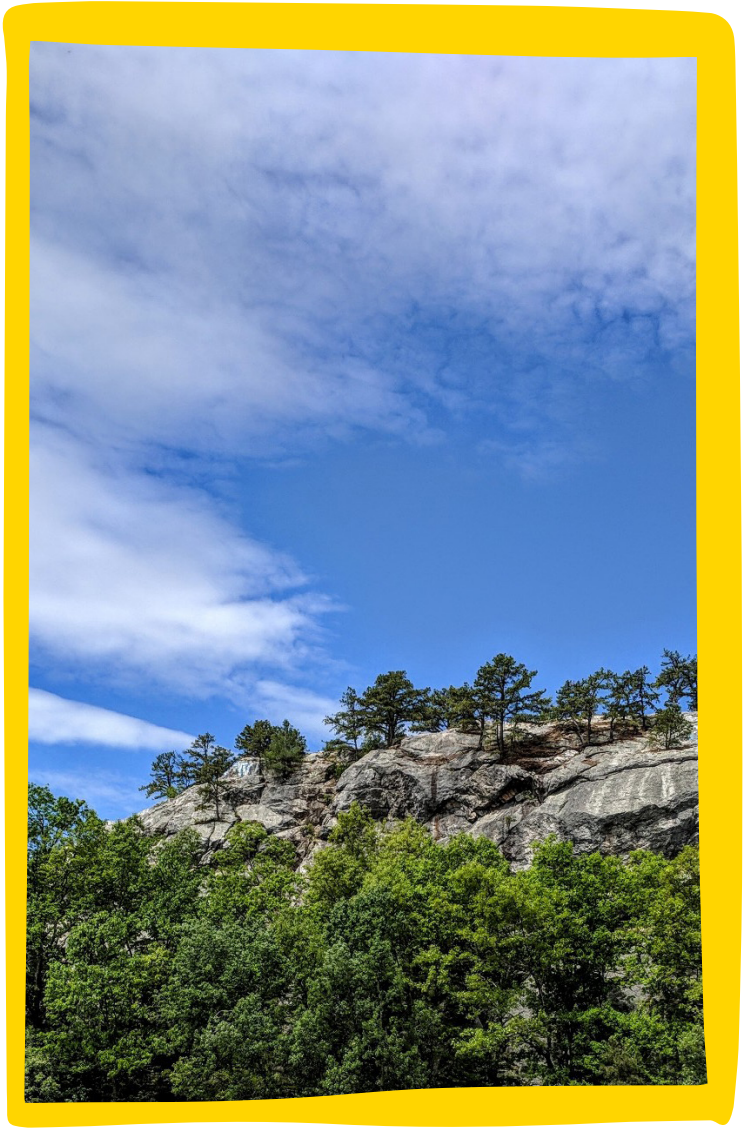


Photo: Dynamic Course Design

ROCK RIMMON

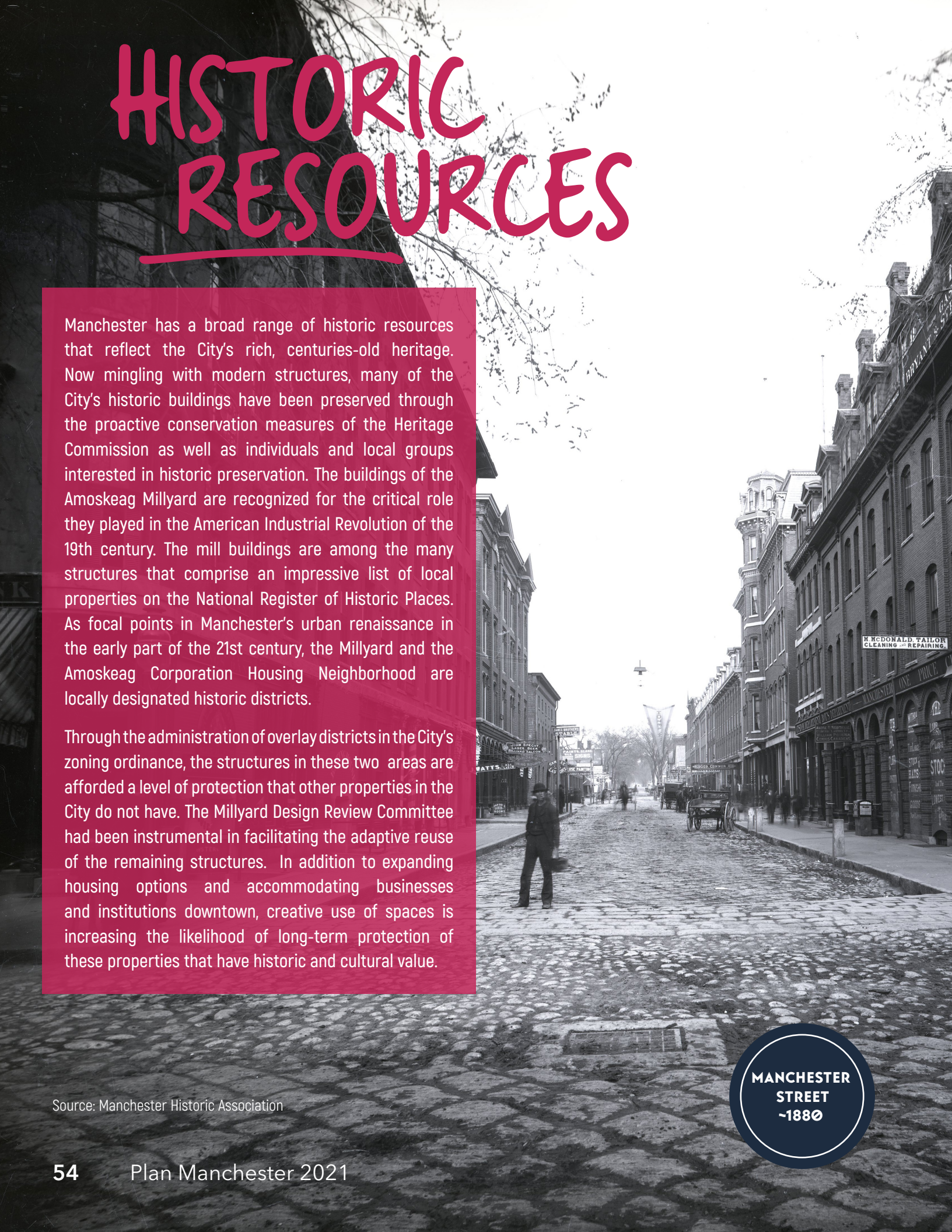
Rock Rimmon is the largest park in the City at almost 140 acres. Located on Mason Street, this park is popular with the locals for its numerous amenities: DuPont Pool, playground, pickle ball courts, basketball court all against the backdrop of a granite cliff. Visitors can take a short, relaxing hike to the 150ft summit, and take in the great southeasterly views of the entire city. To the west, hikers can catch a glimpse of the Uncannonacs and their foothills. The flat areas at the top of the cliff make for an excellent picnic spot for families.



HISTORIC RESOURCES

Manchester has a broad range of historic resources that reflect the City's rich, centuries-old heritage. Now mingling with modern structures, many of the City's historic buildings have been preserved through the proactive conservation measures of the Heritage Commission as well as individuals and local groups interested in historic preservation. The buildings of the Amoskeag Millyard are recognized for the critical role they played in the American Industrial Revolution of the 19th century. The mill buildings are among the many structures that comprise an impressive list of local properties on the National Register of Historic Places. As focal points in Manchester's urban renaissance in the early part of the 21st century, the Millyard and the Amoskeag Corporation Housing Neighborhood are locally designated historic districts.

Through the administration of overlay districts in the City's zoning ordinance, the structures in these two areas are afforded a level of protection that other properties in the City do not have. The Millyard Design Review Committee had been instrumental in facilitating the adaptive reuse of the remaining structures. In addition to expanding housing options and accommodating businesses and institutions downtown, creative use of spaces is increasing the likelihood of long-term protection of these properties that have historic and cultural value.



MANCHESTER STREET ~1880

Source: Manchester Historic Association

KALIL HOUSE

Maintained by the Currier Museum of Art, the Zimmerman House and the Kalil House are local architectural treasures. The museum offers tours of these homes, which were designed by Frank Lloyd Wright.

THE FRANK PIERCE CARPENTER HOUSE, WHICH HAS WON AWARDS FOR HISTORIC PRESERVATION

CITY HALL IS ONE OF MANY NATIONAL REGISTER PROPERTIES IN THE CITY.

THE AMOSKEAG DAM IS ONE OF THE MANY RELICS OF THE CITY'S MANUFACTURING HISTORY.

ENVIRONMENT

Manchester's natural habitat is defined primarily by its water resources. The Merrimack River that runs north to south through the City powered the early mills that came to define the region, but it is not just significant to Manchester's human residents. The river and its associated wetlands also serve as an essential habitat and a migratory route for waterfowl, songbirds, fish, butterflies, and moths, including many endangered species.

With the Clean Water Act of 1972, the Merrimack River's water quality has improved. Once threatened by point-source discharges (direct discharges of industrial waste and untreated raw sewage), in its 5,010-square-mile watershed, it now supplies drinking water to 500,000 people in several communities in New Hampshire and Massachusetts (Source: epa.gov/merrimackriver). The Merrimack River is still highly impacted by nonpoint sources of discharge (stormwater runoff). Stormwater runoff is the river's greatest threat besides occasional combined sewer overflows in times of heavy rain and snowmelt (Source: epa.gov). Due to its regional importance, the river is effectively managed and monitored through collaborative efforts between the US Environmental Protection Agency (EPA) and several neighboring communities. The Merrimack does flood in extreme rainfall events when it threatens the properties that line this scenic waterway, including the historic mills.

Since 1874, Lake Massabesic has served as the drinking water supply for over 159,000 people in the regional Manchester area. The lake appropriately gets its name from a Native American word meaning "the place of much water" as the lake covers over 2,500 acres.

Manchester Water Works strives to ensure that the drinking water provided is safe to drink. As Lake Massabesic is the City's main public water supply, the primary goal is to protect the quality of the water at the source. A large portion of land in the watershed is also open to the public for a variety of recreational uses.

The lake covers over 2,500 acres in Manchester and Auburn, NH and has a storage capacity of 15 billion gallons. Supplementing the lake supply is a Tower Hill Pond, a man-made impoundment in Auburn and Candia.

NOTE:

The world range of Atlantic white cedar (Chamaecyparis thyoides) is limited to a ribbon of freshwater wetlands within 200km of the Atlantic and Gulf coasts of the United States, extending from mid-Maine to mid-Florida and Mississippi. Often in inaccessible sites and difficult to traverse, cedar wetlands contain distinctive suites of plant species. Highly valued as commercial timber since the early days of European colonization of the continent, the cedar and its habitat are rapidly disappearing.

(Source: aquaticcommons.org)

Photo: Kristen Smith

Visitors to the 640-acre Manchester Cedar Swamp Preserve can explore the urban wilderness via its 1.8-mile trail under the canopies of trees over 450 years old. Here, the rare Atlantic white cedar stands among black gum and giant rhododendron.

Black Brook

Piscataquog River

Photo: Florence Tarr Wildlife Sanctuary
Credit Piscataquog Land Conservancy

The Manchester Riverwalk along the Merrimack River.

Dorrs Pond

Lake Massabesic serves as the City's drinking water source as well as a valuable recreational resource.

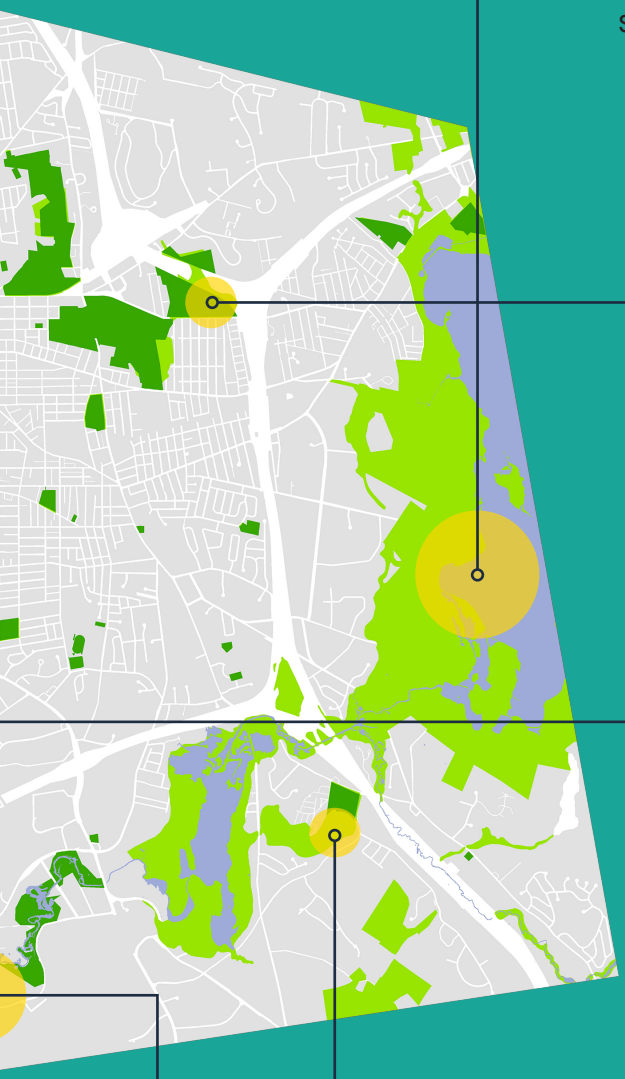


Photo: Jen Drociak

Stevens Pond

Nutts Pond

Photo: EKP Adventures

Photo: Wanderlust Family Adventure

Crystal Lake

Photo: Karl Searl: Live Free and Hike NH

Pine Island Pond

LEARNING

Manchester is also well-resourced in terms of higher education opportunities, with a wide range of institutions offering associate's, bachelor's, master's, and specialty degrees and certifications. The City is home to Saint Anselm College, Franklin Pierce University at Manchester, Granite State College, Institute of Art and Design at New England College, Massachusetts College of Pharmacy and Health Sciences (MCPHS), Manchester Community College, the University of New Hampshire at Manchester, and Southern New Hampshire University - Online and Continuing Education, one the nation's top distance learning universities.

CHANGING PREFERENCES

More students than ever are choosing online distance learning to obtain degrees and certifications. According to a Educationdata.org, one-third of all college students in 2017 took at least one on-line course. Though the switch to exclusively on-line instruction has been accelerated by the COVID-19 pandemic in 2020, millions of Americans were already enrolled in on-line only programs. Distance learning offers flexibility and reduced costs compared to a traditional degree program. Interestingly, many students are choosing a local university for their "distance" studies, so that they have the option to take some courses on campus or utilize other university resources in person, while still reaping the benefits of the online model.

The City is served by the Manchester School District, which manages fourteen elementary (K-5), four middle (6-8), and four high schools (9-12) across the community.

Southern New Hampshire University is one of the nation's top distance learning universities. Serving students around the world, SNHU is a significant employer with nearly 2,000 employees occupying administrative office space in SNHU's facilities in downtown Manchester.

Manchester area colleges play an important role in the economic, social, and cultural well-being of the region. Our institutions of higher learning educate over 15,500 students in our region annually.

The colleges are a vital asset to the economic climate. They provide an educated workforce and are significant contributors to the cultural life of the area. Greater Manchester's students represent diverse ages and ethnic backgrounds, which enhances the appeal of the region.

Ranked as one of the "coolest" college towns in New England by Campus News and one of the "Top Ten Places with the Most Job Opportunities Per Capita," Manchester is a wonderful city in which to complete or continue your education.

DR. PAUL LEBLANC

Dr. Paul LeBlanc, featured in **Forbes Magazine's** article about the university that has a student enrollment approaching 150,000, is credited with revitalizing the "dying institution" with affordable online courses. Targeting working adults, SNHU offers over 200 degree programs.

WORKING

RESIDENT EMPLOYMENT

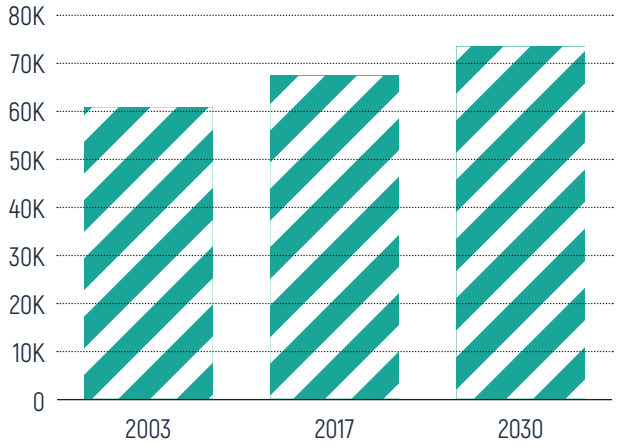
Manchester imports 46,863 workers to the City each day, adding to the 21,237 workers that live and work in Manchester. Meanwhile, the City exports 37,035 workers daily, according to the US Census Bureau's On the Map data from 2016. This dynamic is not unusual for a metropolitan area but affirms that Manchester remains a regional jobs center.

JOBS IN MANCHESTER

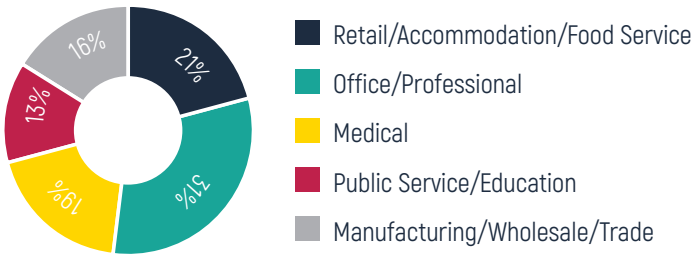
Manchester has seen a consistent increase in jobs over the years. In fact, employment in Manchester is growing faster than the population. Approaching 2030, job growth in Manchester may continue to outpace population growth, which means more people may be commuting into the City for work. While manufacturing continues to play a role in Manchester, professional jobs, healthcare, education, and services have all increased to create a more balanced job base in Manchester today.

Source: US Census, Arnett Muldrow

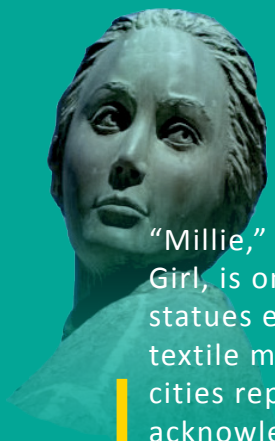
Jobs within Manchester City



Highest Sectors of Employment in Manchester



DID YOU KNOW...?

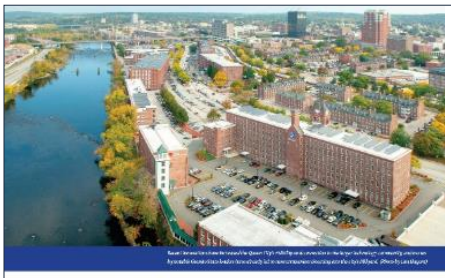


"Millie," the Mill Girl, is one of several statues erected in textile manufacturing cities representing and acknowledging the thousands of women working in the mills—in 1880, there were 3,300 women workers at Amoskeag! **Today, 46% of Manchester's workforce is comprised of women.**

(Source: newenglandtravels.blogspot.com; US Census)

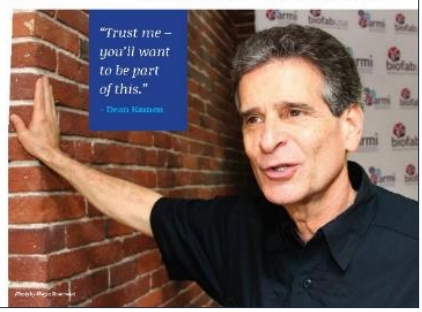
Manufacturing in Manchester continues today. Granite State Manufacturing, which occupies **8,000 square feet of space**, makes and assembles parts for the aerospace, defense, and medical industries, including equipment used on every submarine in the U.S. Navy fleet.

(Source: gogsmgo.com)



Opportunity Abounds

Manchester emerges as biotech hub



Biotech Boom

Published Monday Jan 21, 2019
Author Matthew J. Mowry

(Editor's Note: This is the first in a two-part series on NH's growing biotech sector. The second piece, in January, will explore how NH's academic institutions support this industry)

The prospect of Manchester's Millyard turning into a global hub for manufacturing human organs, as well as the millions of federal and private sector dollars flowing into the Advanced Regenerative Manufacturing Institute (ARMI) to accomplish that, has many leaders in NH betting that the biotech and biomed industry will become the next major economic engine for the state.

CHANGING PREFERENCES

Coworking spaces – shared offices available on a membership basis – are gaining popularity for freelancers and self-employed people as a budget-friendly and amenity-rich alternative to private or home office space. They range from simple rooms with conference tables, internet, and a copier to high-tech spaces with video game lounges and high-end coffee bars. One family-friendly trend emerging in some cities is coworking spaces that include a childcare component so that working parents can be close to their children while also maintaining their careers. Consistent with the trend, Manchester Makerspace and several coworking spaces are located in the City.

Spark Offices in the Millyard

SHOPPING

Manchester is the undisputed retail center of Hillsborough County and the region. Retail sales in the City of Manchester exceed what Manchester residents spend by $1.09 BILLION in 2019 (Source: Environics). The City represents over one quarter (26.6%) of the sales within the county, which is roughly proportional to the population. Manchester maintains a role as a super-regional retail powerhouse.

What does this mean for Manchester in the future? It will likely remain a retail center. With continued population growth, excellent positioning as a central city, and regional incomes, there is room for continued retail growth. A key issue for the City will be to remain competitive amidst retail growth in the region. Retail development in adjacent communities continues to grow. Despite this Manchester is likely to remain a retail powerhouse in the coming years, particularly as gaps in the retail market point to significant opportunities to enhance specialty retail downtown.

THE CITY OF MANCHESTER GAINS

$1.09 BILLION

IN SALES EACH YEAR.

RETAIL AND RESTAURANT SALES

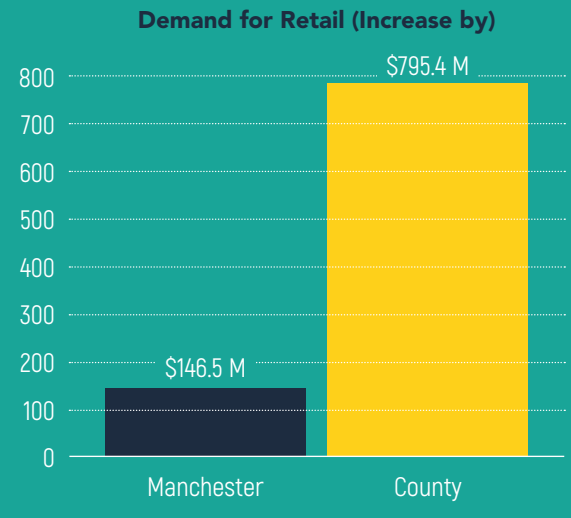
$2.92 BILLION

SALES IN 2019

CONSUMER DEMAND

$1.83 BILLION

(SAME RETAIL AND RESTAURANT CATEGORIES)



Source: Environics

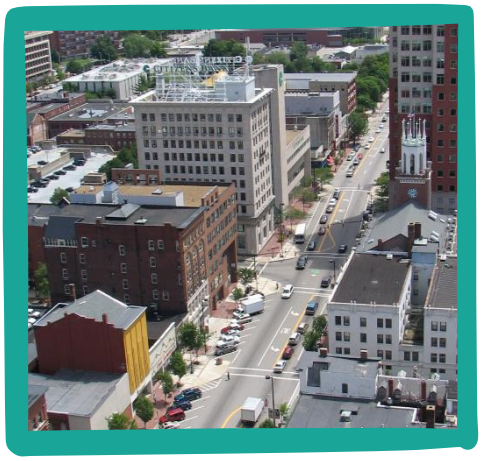
2019 EXISTING RETAIL STRENGTHS ARE:

- Automotive/Automobiles
- Furniture/Home Furnishings
- Electronics and Appliances
- Building Material
- Grocery Stores/Supermarkets
- Sporting Goods
- Books
- Restaurants

2019 GAPS/ FUTURE RETAIL OPPORTUNITIES:

- Specialty Retail
- Specialty Foods
- Experiential Retail

The Mall of New Hampshire has declined over its 43 years, but the regional retail center is not dead yet. Positive signs are the rapid backfill of the vacant Sears and AC Moore, as well as new retail in older retail centers nearby. Examples of this are the redevelopment of the former Osram Sylvania building and the former Stop and Shop building with big-box retail.



Left: Elm Street, once the City's center of commerce, is lacking in retail shops.

Above: "Big box" retailers serve a regional population.

CHANGING PREFERENCES

Online shopping has greatly challenged traditional retail models. The retail landscape in a post-COVID-19 environment will likely accelerate the decline of struggling chain stores, which may impact some of the centers in Manchester. While some analysts have predicted the end of big-box stores (like many malls before them), Fortune reported in late 2019 that shopping centers are evolving to coexist with digital options, offering free Amazon return storefronts, media lounges, and rideshare waiting areas.

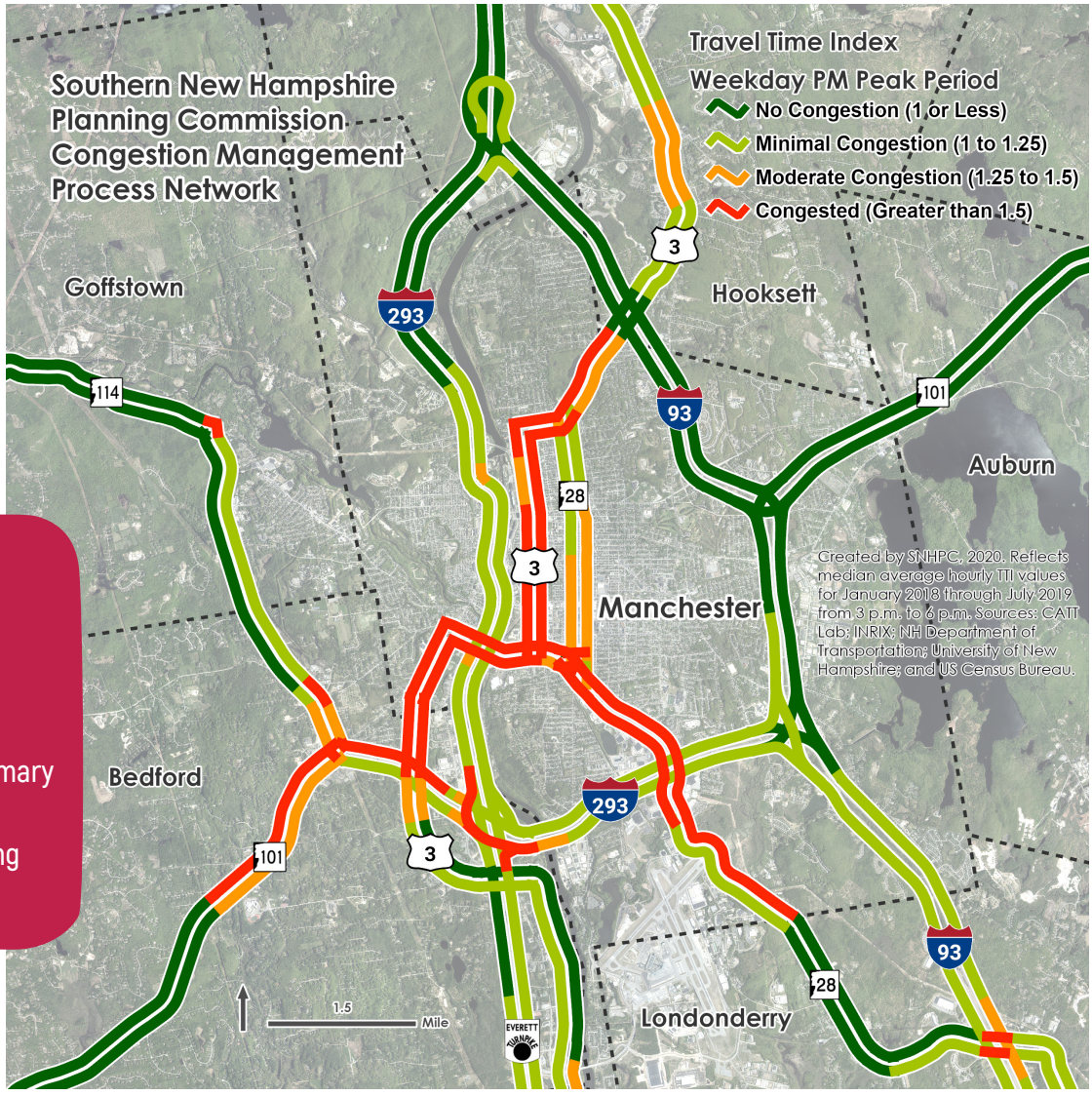
Modern malls and shopping centers also offer more lifestyle amenities such as kids play areas and personal services – functions that cannot be provided over a smartphone – to draw shoppers in.

GETTING AROUND

COMMUTING PATTERNS

Commuting patterns indicate that the inflow of jobs into Manchester come from all around the City from the surrounding cities. Out-commuting shows a distinctly different pattern, with most of those leaving each day commuting toward Boston. Commutes into Boston and other employment centers in the region are made primarily by personal automobiles on the highways.

Source: U.S. Census-Onthemap


Southern New Hampshire Planning Commission Congestion Management Process Network
Travel Time Index
Weekday PM Peak Period
No Congestion (1 or Less)
Minimal Congestion (1 to 1.25)
Moderate Congestion (1.25 to 1.5)
Congested (Greater than 1.5)
Goffstown
Hooksett
Auburn
Manchester
Bedford
Londonderry
293
93
3
28
101
114
1.5
Mile
Created by SNHPC, 2020. Reflects median average hourly TTI values for January 2018 through July 2019 from 3 p.m. to 6 p.m. Sources: CATT Lab; INRIX; NH Department of Transportation; University of New Hampshire; and US Census Bureau.

Traffic congestion is limited and primarily on the highways and at interchanges in Manchester. The highways are the primary travel link to Boston and other surrounding communities.

Walk Score
91

WALKER'S PARADISE

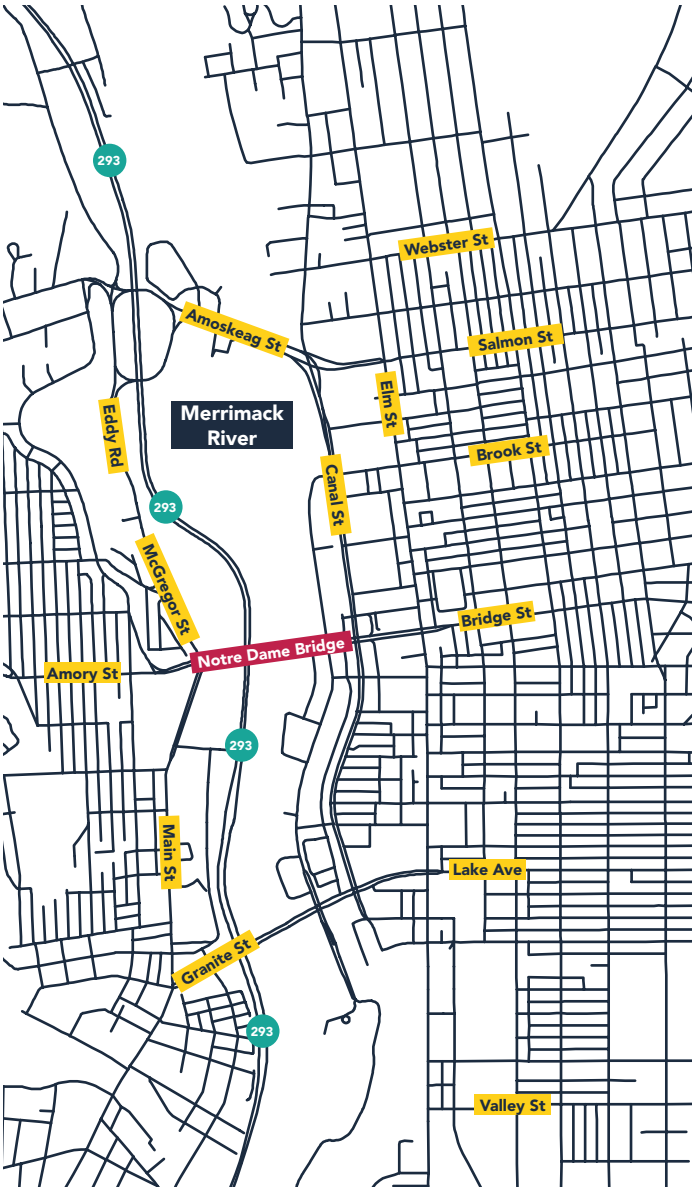
Daily errands do not require a car.

Bike Score
52

SOMEWHAT BIKEABLE

Somewhat bikeable.

Source: Walkscore.com



MANCHESTER DOWNTOWN URBAN CORE HAS WALKABLE "BONES"

The grid street network of the center of Manchester makes getting around town on foot easier. Manchester has a "walker's paradise" walk score for Downtown.

MANCHESTER TRANSIT AUTHORITY'S BUS SERVICE

The MTA is the largest public transportation provider in the state of New Hampshire. MTA provides fixed route and paratransit services to the City of Manchester, and parts of Hooksett, Londonderry, Bedford, and commuter service to Concord, and Nashua. The Concord and Nashua services connect with Concord Area Transit and Nashua Transit Service respectively. The MTA also operates the Green DASH service and regional service for CART in Derry, Londonderry, Hampstead, Chester and Salem.

Walking, biking, and shared mobility options are becoming more popular, thanks to increasing awareness of the health and environmental benefits of these alternatives to car travel.

Walking and biking are increasing as feasible modes of transportation, especially as more people work from home.

Biking around the City is enabled by the combination of facilities (i.e., bike lanes, off-street paths), and information about the network.

Recently, the City installed bike lanes on Maple Street and Chestnut Street to expand the downtown bike network. These, along with the trails, including the Piscataquog Trail, the Rockingham Recreation Trail, and the South Manchester Rail Trail, provide a stable spine upon which a more connected system can be built. The City maintains a comprehensive list of bike routes with maps and distances of popular loops.

Multimodal transportation options, including active transportation, transit, and diverse land uses, are proven to attract innovative companies and young professionals and benefit the current residents of Manchester.

The Southern New Hampshire Planning Commission, in association with the City, completed a planning process for a transit-oriented development plan that will guide the growth of walking, biking, and regional transit in Manchester's core.

MCLANE
MIDDLETON
Southern New Hampshire University

WALKING AND BIKING ARE INCREASING AS MODES OF TRANSPORTATION WHILE MORE PEOPLE ARE WORKING FROM HOME.

CHANGING PREFERENCES

More and more workers are choosing to work remotely, either full-time or a few days a week. Remote workers not only save on travel time and expenses, but can more easily balance commitments with family and work. The COVID-19 pandemic was a catalyst that quickly heightened this paradigm shift in business culture.

	Walking	Biking	Bus	Working from Home	Driving	Carpool
2000	2.9%	0.9%	1.1%	2.2%	81.0%	11.9%
2010	2.6%	1.1%	1.1%	2.5%	82.7%	10.1%
2017	3.2%	1.5%	1.1%	3.5%	79.1%	11.7%
% Change 2000-2017	10.3%	66.7%	0.0%	59.1%	-2.3%	-1.7%

Source: US Census

Biking around the City is facilitated by the installation of bike lanes and off-street paths. The City also maintains a comprehensive list of bike routes with maps and distances of popular loops that can be found on the City's website.

THE VISIO

GUIDING PRINCIPLES

INNOVATION LEADING THE

THE NEXT GENERATION OF

ON

WAY

SMART CITY

GUIDING PRINCIPLES

BOLD LEADERSHIP

Be bold, lead with purpose, and take proactive steps to implement the Plan and achieve the future community that the citizens desire. Encourage and endorse innovative ideals, further strengthening Manchester as a hub for the region.

UNIQUELY MANCHESTER

Celebrate a distinct brand and sense of place that is uniquely Manchester. Tap into the talent and creativity of the people that shape it — residents, business owners, property owners, developers, design professionals, artists, etc. — to keep things relevant and authentic. Create destinations in the community that are interesting, beautiful, useful, and likely to provide long-standing value.

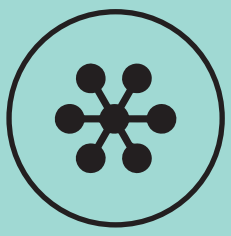
URBAN ADVANTAGE

Promote infill development and redevelopment activities for underutilized areas within Manchester. In doing so, prioritize the transformation of vacant and blighted properties that might strengthen key areas in need of reinvestment.

COLLABORATIVE COMMUNITY

Maintain on-going, positive, and productive partnerships with public, quasi-public, and private entities that acknowledge our interconnectedness and the shared responsibility for the future success of Manchester. Cultivate greater community and civic responsibility within the City that promotes citizen engagement where all are involved in determining the future of Manchester. The entire community shares the responsibility to implement the vision, guiding principles, and recommendations in the Master Plan.

CONNECTED CITY



Support a safe, innovative, and efficient transportation system that leverages opportunities to enhance street connectivity and resident mobility via walking, biking, driving, and public transit. Consider land use and transportation infrastructure investments together, promoting a network of streets that emphasizes the quality and character of both the street and its surrounding development pattern. Recognize that optimizing the transportation network in Manchester requires a shared vision and partnership between state, county, and city officials.

DIVERSE & INCLUSIVE CITIZENS

Promote a healthy, welcoming, and inclusive City for both long-time residents and newcomers of all ages and income levels, as well as for businesses both large and small. Support and encourage a wide variety of housing types in the community to support more diversity in Manchester, including places for young adults, families, retirees, and seniors to live comfortably and in keeping with their preferred lifestyles.

ENVIRONMENTAL STEWARDSHIP

Promote and preserve Manchester's green infrastructure — including wetlands, woodlands, parks, tree canopy, etc. — and the services they provide. Use public lands to strategically create an interconnected network of green space that preserves wildlife habitats, protects water quality and quantity, provides recreational access, and contributes to the identity and sense of place of Manchester.

ECONOMIC VIBRANCY

Keep the Manchester economy sustainable and resilient while providing opportunities for a variety of new and innovative businesses and endeavors. Continue to support existing businesses and create an environment that fosters and promotes local entrepreneurs and business ownership. Investments in economic development should provide a variety of shopping, dining, cultural, recreational, housing, lodging, and working opportunities.

FINANCIAL REPONSIBILITY

Remain a city dedicated to delivering excellent municipal services to the community in a financially responsible manner, especially in terms of evaluating opportunities to increase local revenues to maintain a high quality of life for the residents of Manchester.

INNOVATION LEADING THE WAY

"Innovation" is undoubtedly a buzzword these days, and when some people hear it, they imagine outlandish, futuristic, or unnecessarily complicated processes or solutions. While "innovation" does mean thinking in new ways, it doesn't mean abandoning the past or reinventing the wheel. At its best, "innovation" means building on a strong foundation to move boldly into the next phase. This work is challenging to be sure, but it is necessary in the face of changing conditions. Economic, environmental, and social contexts all demand that we keep up with the pace of change. Increasing demands on our resources, time, and energy means that the more creatively we can achieve this shift, the better off our city and we will be in the future.

This plan uses the word "innovation" to mean finding creative ways to build on what makes Manchester unique. It means solving challenges and shaping Manchester into an even better place to live, work, learn, and play. This process requires an honest assessment of the City's current strengths and weaknesses. It assumes a willingness to learn from what is working elsewhere while always being aware that adjustments and calibrations will likely be needed in Manchester.

The City of Manchester has an opportunity to continue to evolve over the next several decades into a place with a clear identity, a high quality of life, and a self-sustaining economy. Ensuring a successful future will require a balanced approach to managing change. City leaders will need to emphasize maintaining community character, providing adequate infrastructure, promoting economic vitality, and improving citizens' health and well-being. With innovation as the central theme, the policy recommendations, and strategies that follow are intended to help the City realize its vision.

"THE INNOVATION ECONOMY DEMANDS THAT LOCATIONS BECOME FLEXIBLE, OPTIMIZE SPACE AND BREAK DOWN BARRIERS BETWEEN BUILDING USES. THE MODEL RENEWS FOCUS ON CENTRAL BUSINESS LOCATIONS AS VENUES FOR COLLABORATION, INNOVATION, CLUSTERING AND COMMERCIALIZATION."

Source: Insidertracking.com

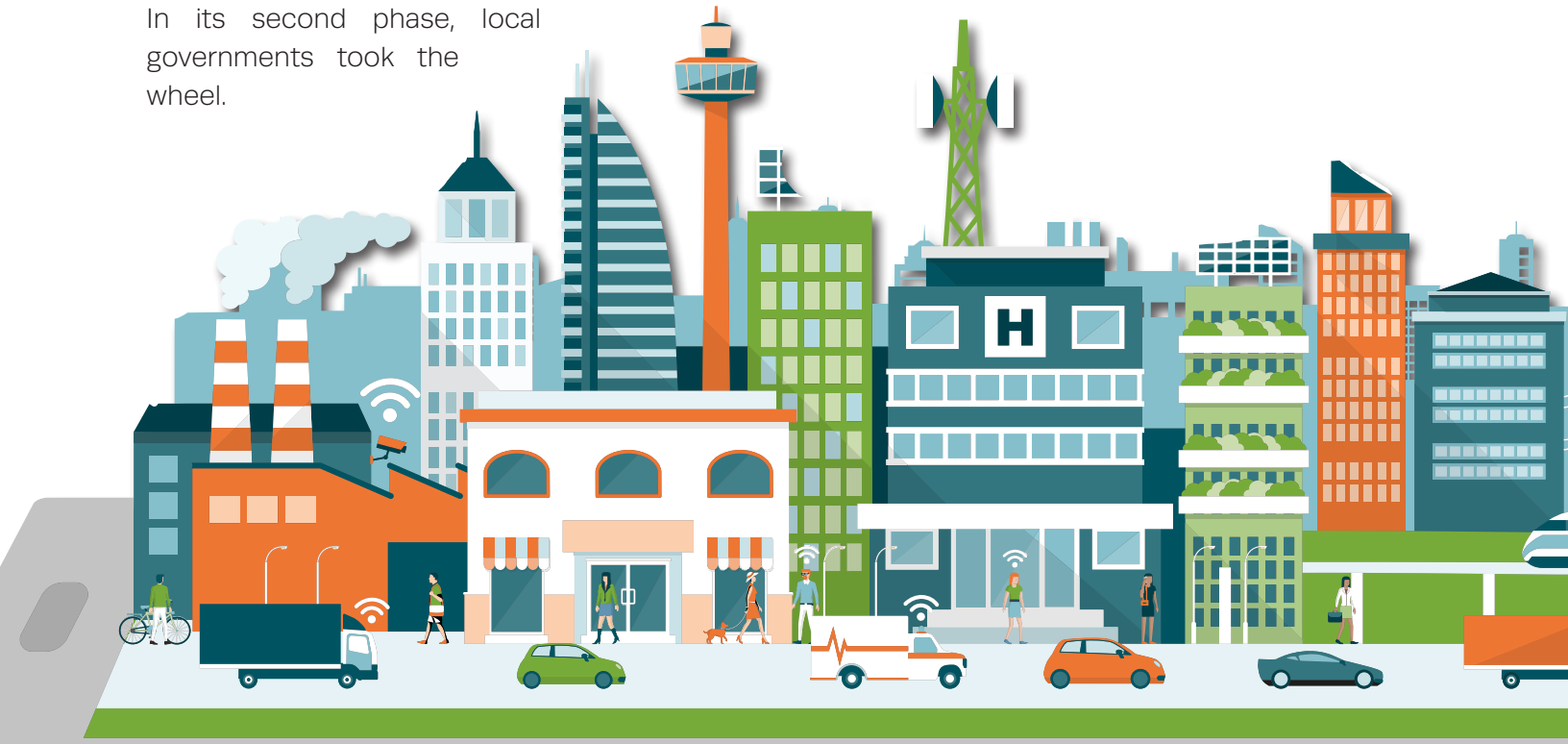
THE NEXT GENERATION OF "SMART CITY"

When it comes to city governance, management, and planning for the future, the term "Smart City" is being used with growing frequency. But what does it mean? Fundamentally, it entails utilizing sensing technology and data analytics to monitor conditions and better manage assets and resources. Through connected infrastructure, data ranging from water supply to energy usage to parking availability is readily available to equip city leaders, businesses, residents, and visitors with the information required to make informed decisions. The primary objective is to improve residents' quality of life and the quality of experience for visitors.

The Smart City concept has evolved. In its first phase, it was driven by tech companies. In its second phase, local governments took the wheel.

Today, in its third phase, citizens are in the driver's seat. Increasingly, cities are putting data into the hands of the end-users (citizens) to find creative solutions to some of the most challenging urban issues. As an innovative city, Manchester is poised to be a leader of that third phase and go a step beyond.

By tapping into the knowledge of leaders in industry and education, and the ideas of residents and visitors, Manchester can employ emerging technology and grow to be a stronger, more economically competitive, socially connected, and environmentally responsible city.



Case Study: SMART COLUMBUS

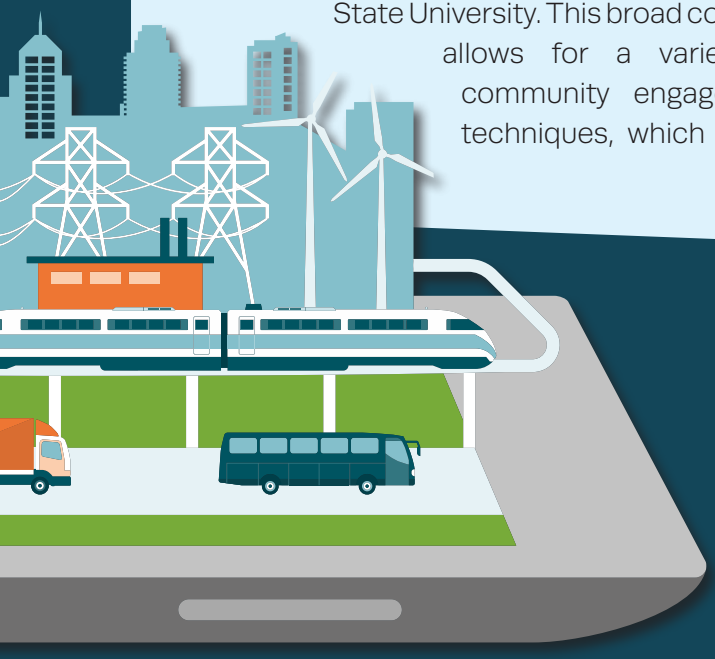
Columbus, OH is considered by many to be one of America's "Smartest" cities. After winning a $50 million grant from the U.S. Department of Transportation and the Paul G. Allen Foundation in 2015, Columbus has consistently been a national leader when it comes to developing, testing and implementing new and innovative Smart City technologies.

Smart Leadership: The City of Columbus was ripe for reinvention and leapt at the opportunity to compete in the U.S. DOT Smart City Challenge and created a broad coalition of local support for the initiative. This demonstrated that the City was capable of being proactive and developing the partnerships needed to make their city a national leader. Since winning the initial $50 million, City officials have leveraged the funds into $500 million in Smart City-related funding.

Smart Citizenry: Columbus residents were ready to embrace this reinvention, allowing the City to tap into the ingenuity of its entrepreneurs and, equally as important, Ohio State University. This broad coalition allows for a variety of community engagement techniques, which led to the development of applications that provide mobility assistance for people with disabilities and expectant mothers on Medicaid. This partnership between the City government, private entrepreneurs and academics has created a recipe for success.

Smart Surroundings: Columbus has prioritized a variety of traffic-related strategies meant to make automobile trips more efficient, while also reducing vehicle trips and emissions. These include introducing Smart Mobility Hubs, a common payment multi-modal transportation system, and truck platooning.

Smart Tech & Data: Columbus has led the way on integrating new transportation technology, including introducing six electric autonomous transit shuttles. They are also pioneering a web-based data platform that serves as a single point of data collection and distribution for all Smart City efforts.



INNOVATION IN Collaboration

Cities are most resilient when people help each other and work together. Fostering an environment of collaboration begins with creative ways to bring the public and private sector together. While what motivates each entity varies, those involved tend to share a commitment to building community.

UTILIZE DESIGN CHARRETTES

"Innovation" is the operative word as cities try to do more with less. Local governments are challenged every year with budget constraints coupled with rising costs in infrastructure and services and the desire to maintain a robust quality of life. To maximize investment and taxpayer buy-in, some local governments are bringing in new experts: their citizens. Public input is invaluable in providing local knowledge and experiences to better shape public spaces.

Opportunities often present themselves through open collaboration. While implementing change through public spaces or semi-public spaces, design charrettes often maximize these opportunities. Leveraging experts' talents with the local knowledge of stakeholders, property owners, elected officials, and businesses and input from those who will ultimately use the space, will create a better product.

A design charrette is an excellent method for implementing public participation and often is required depending on the funding sources of a project. It also creates a sense of ownership for the citizens involved. This, in turn, adds to community support and pride of ownership. This method of design and citizen input should be continued to activate social spaces.

In collaboration with the University of New Hampshire Cooperative Extension, the City of Manchester, private sector representatives, and the interested public, plans were developed for Gateway Park. This process was an extensive workshop and multi-day charrette, resulting in a work scope that included education, historical reference, public safety, technology, and permaculture.

EXPLORE HIGH-TECH WAYS TO INCREASE TRANSPARENCY

Municipal governments have more tools at their disposal than ever before when it comes to community engagement. City-led initiatives are most likely successful when decision-makers engage the community in a collaborative process, from inception to completion and beyond, into the implementation and evaluation stages. Manchester has an opportunity to employ technology to raise awareness of initiatives and, if appropriate, bring citizens and other stakeholders together in person and virtually. Whether using social media to capture the attention and input of community members or using state-of-the art design software to convey conceptual development ideas with visualizations (i.e., 3-D renderings), Manchester should explore the many ways various interest groups can be engaged, looking specifically at how they prefer to receive information and give feedback. Using the tools that are most effective for each audience is key.

MAKE USE OF PUBLIC-PRIVATE PARTNERSHIPS (P3S)

Thinking outside the box means not being constrained by typical relationships and roles. Many cities today are using Public-Private Partnerships (P3s) to identify and move on opportunities that wouldn't be possible otherwise. A P3 is a formal mechanism to facilitate the public (the City) partnering with private entities (such as developers) to reach a goal. P3s are particularly useful for incentivizing development such as large mixed-use projects, though the level of partnership is flexible and can be adjusted according to need. Manchester has begun to make use of these tools, including in the Rex Theater renovation, and should continue to explore ways to partner with the private sector on projects to enhance key areas of the City.

Augmented Reality, or AR, technology can be used to effectively show citizens what a planned project will look like on the ground, or to solicit input on community preferences.

INNOVATION IN Infrastructure & Services

The City's 2009 Master Plan included a considerable amount of infrastructure planning that has helped set the stage for many of the infrastructure improvements discussed in this document. Over the past decade, the City has rehabilitated and replaced much of its centuries-old water lines, upgraded its telecommunications capacity, improved its wastewater treatment and stormwater discharge systems, repaved 188 miles of roads, and repaired many aging bridges. These efforts have helped build the foundation needed to implement innovations in infrastructure and services.

UPGRADE TO "SMART LIGHTS"

Smart lights can be an easy addition to any Smart City, as lights are typically an existing feature of the City's streetscape. In fact, Manchester is moving in this direction already as the City began replacing thousands of its streetlights in 2013 with cost-saving, energy-efficient LED lamps. However, the City decided against taking this initiative a step further by installing the equipment needed to monitor and control the lights from a central location,

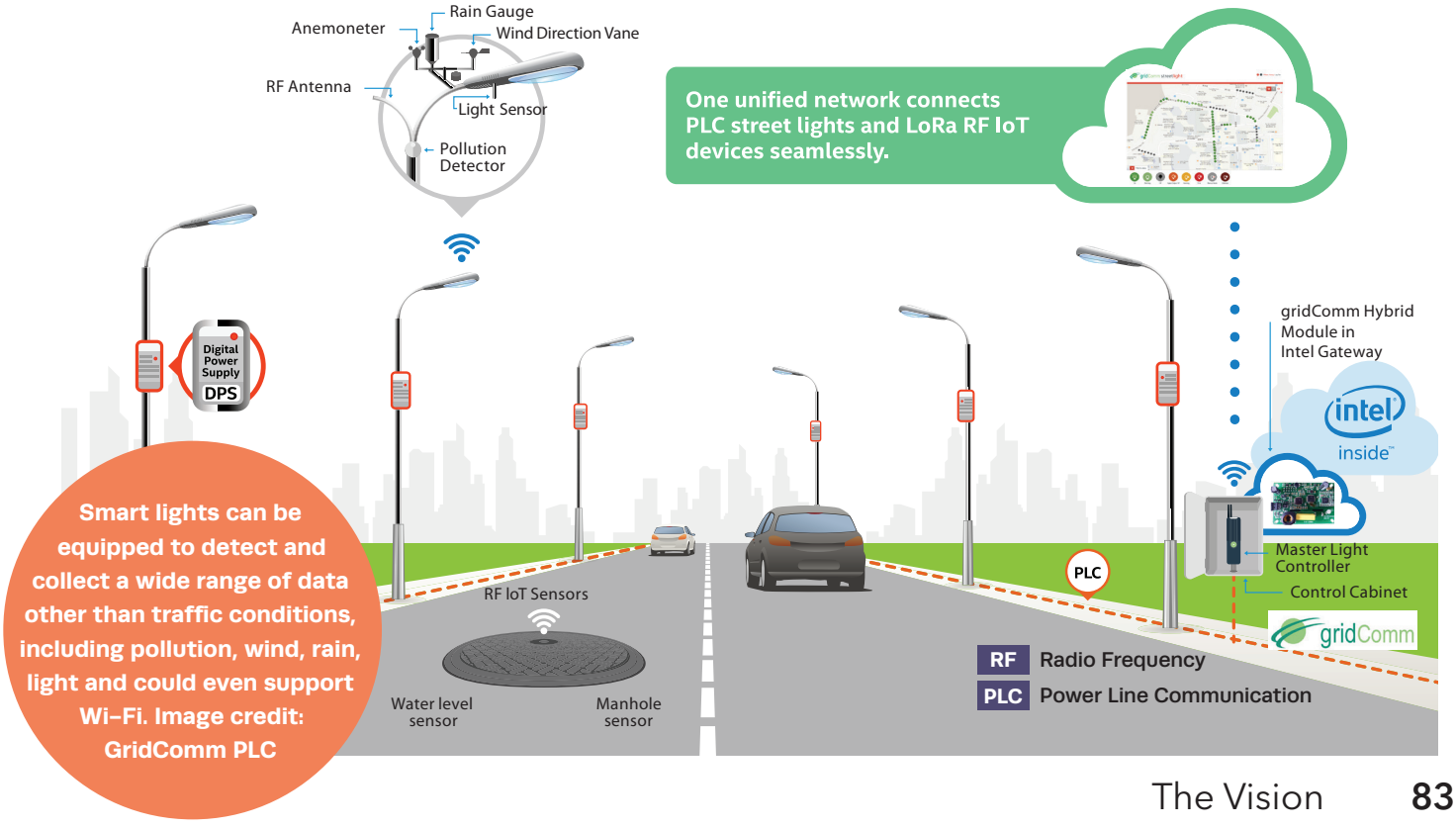
as the cost was prohibitive at the time. Smart lights should still be evaluated in the future. Manchester has also begun to install adaptive traffic control signals, which adjust signal timing dynamically based on current traffic conditions. The City of San Diego took their streetlight upgrades a step further by including sensors that can detect open parking spaces (or illegally parked cars), sharing that information with drivers and traffic enforcement officers. Similar features can be added to traffic lights, which have the added advantage of managing traffic and collecting data.

As equipment upgrades are contemplated, the City, working with Eversource Utility Company and other partners, should identify areas with frequent pedestrian and vehicle traffic and/or parking hotspots.

CONSIDER MICROGRIDS, RENEWABLE ENERGY

As our reliance on technology increases in our day-to-day lives, so does our need to be connected to sources of electricity. Many renewable energy technologies are becoming more efficient and cheaper to purchase, leading smart cities to incorporate this technology more and more. These could include low impact wind turbines, solar awnings, kinetic walkways, and hydroelectricity. These could all be connected to a stand-alone "microgrid," powering nearby buildings, pop-up retail, public art. Depending on how the energy is used, these features and the electricity they produce could help to activate otherwise underutilized parks, plazas, or other public spaces.

The City should identify areas in the public realm where a combination of renewable energy generation features can help attract more activity. With more use, particularly pedestrian traffic, energy generation would increase.



Smart lights can be equipped to detect and collect a wide range of data other than traffic conditions, including pollution, wind, rain, light and could even support Wi-Fi. Image credit: GridComm PLC

INNOVATIO

TRANSPORTATI

SUPPORT A VARIETY OF NEW TECHNOLOGIES AND SERVICES WITH CITY DESIGN

Acknowledge changing mobility needs and preferences and accommodate new modes and services.

ON IN

ON

A number of new technologies and services have arisen in recent years in response to unmet transportation needs, most notably bike share, shared micromobility*, and ride share. Supporting these services through design and policy can provide residents with more options and encourage mode shift away from single occupancy vehicle trips.

Automated Vehicles

Automated vehicles (vehicles that drive themselves) are testing on the streets of major cities and campuses around the country. Pilots of autonomous transit service are running on fixed routes, including in Providence RI.

Autonomous vehicles are expected to be on our roads more frequently in the coming decade, which will require infrastructure and communication upgrades in the form of sensors and fiber optic service.

Micromobility

E-assist bikes and electric scooters are among the many devices that could expand the footprint of a micromobility system.

- Standard bikeshare.
- E-assist bikeshare.
- Shared fleet scooters.
- Shared fleet mopeds.

Ride Share

Ride share platforms employ drivers using their personal vehicles to provide on-demand transportation services. Uber and Lyft are the two most commonly-used services and are available in most cities. Other emerging services, like Via, frame rideshare as a form of on-demand transit that can be used to extend the usefulness of public transportation networks.

Drones

Between drone package delivery and flying taxis, urban unmanned aerial transport is in development with pilots across the country and internationally.

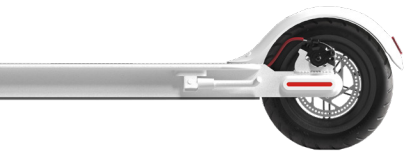
*Shared micromobility refers to any small, human or electric-powered transportation solution such as bikes, e-bikes, scooters, e-scooters or any other small, lightweight vehicle that is being used as a shared resource between multiple users

Bike Share

Bike share can increase biking among visitors. It provides an alternative to driving, supports transit access, and extends the distance a person walking can travel. While Manchester's station-based bike share system is no longer in service, bike share options, particularly for visitors to engage with our City, without a car, will be particularly salient as Manchester grows as a tourist destination.

Pilot Programs

Cities across the country are experimenting with new technologies to solve mobility problems. Pilot projects provide useful experience and insights that can help cities direct new technologies towards their goals. Policies around pilots should be flexible enough to be nimble for various technologies and foster innovation.



Keywords for Innovation in Transportation

1. Micromobility

Micromobility refers to a range of small personal mobility devices including bikes, e-bikes, electric scooters, and electric skateboards. Micromobility can also be shared, in the case of shared bike and scooter fleets.

2. Last-Mile Transportation

Last-mile transportation refers to a mode of travel used to bridge the gap between the nearest transit station or stop and a traveler's destination. Shared micromobility and ride share are both important last-mile solutions.

INTEGRATE EMERGING INFORMATION TECHNOLOGY

The emergence of the digital age of transportation is transforming how we travel. While the safe and efficient movement of people and goods is the primary goal of any transportation network, digital apps are tying modes together to provide Mobility as a Service (MaaS). These apps allow people to easily understand all their travel choices and book a trip by a variety of transit and mobility modes with one click. Further, the data collected by citizens from cell phones can be utilized to allow for a better understanding and smarter management of infrastructure, implemented with smarter signals and corridors.

Intelligent Transportation Systems (ITS)

Connecting travelers and vehicles with the transportation infrastructure could improve efficiency and safety. Smart corridors, smart parking, public Wi-Fi coverage and other intelligent transportation solutions have been implemented around the globe and can be tested in Manchester.

From optimized stoplight systems to real-time updates on public transit arrivals, transportation is a common venue for introducing smart city technologies.

Real-time Traveler Information

Informing passengers of arrival times, vehicle location, or the current status of a vehicle can increase perceived reliability, reduce wait times, improve customer satisfaction, and even increase ridership.

Smart Parking

By using real-time data to price parking based on demand and provide information to drivers on the location and prices of the City's parking resources, substantial efficiency can be gained that can increase the apparent supply but keep the footprint of parking small. The City of San Francisco employs these strategies for its demand-responsive parking system, SFpark.

Smart Parking Management

- Parking management apps, like Manchester's Passport Parking digital parking payment app.
- Eliminating parking minimums.
- Dynamic pricing.

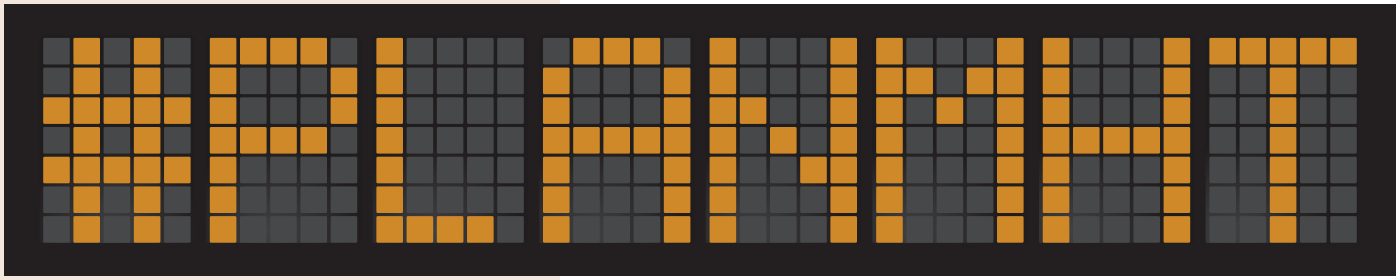
Mobility as a Service (MaaS)

Mobility as a Service (MaaS) is the next revolution in transportation. With increasing mobility options, shared mobility, which are connected with integrated mobility apps, it will be possible to get around without a car. It is predicted that as MaaS grows and develops, car ownership will decline, reinforcing multimodal travel.

Increasingly available are apps that bring together local transportation options offered by both public and private entities into one interface. Coordinated with public bus systems and other area transportation services, people can make arrangements for each trip segment and pay fees with just a few screen swipes. Examples include the Transit app, a forthcoming program from UBER, and a program currently being tested in Boston.

Putting technology in the hands of citizens is an evolving trend that cities are using to address issues quickly.

Technology innovations in vehicle tracking and data dissemination have provided solutions for transit service, improving the experience for riders.



MOBILITY HUBS

Mobility hubs represent a relatively new but fast-growing feature among smart cities that emphasize multi-modal transportation and real-time transportation information. Mobility hubs are designed to provide access to a range of connected travel choices and feasible and reliable alternatives to single-occupancy driving. With real-time information displays about schedules and availability, people can connect quickly between public transit service, a bike-share station, secure bike or scooter parking, carshare vehicles, ride-hailing pick-up spots, and electric vehicle charging stations. The City should identify nodes within the transportation network to co-locate a variety of transportation-related facilities.

Neighborhood mobility hubs create opportunities for the inclusion of public art and placemaking. Creating neighborhood gathering places by providing seating, parklets, shade, heated waiting areas, community information or bulletin boards, and neighborhood cultural identity could strengthen social connections.

Innovations in Curbside Management

Optimizing and allocating curb space for various demands such as parking, ride share, and freight delivery can maximize mobility and access and prepare Manchester for the increasing number of mobility options. This is especially important in light of the greater reliance of businesses on take-out service during the COVID-19 pandemic. Smart curbside management can include places where shared or autonomous vehicles can drop off and pick up and park between trips.

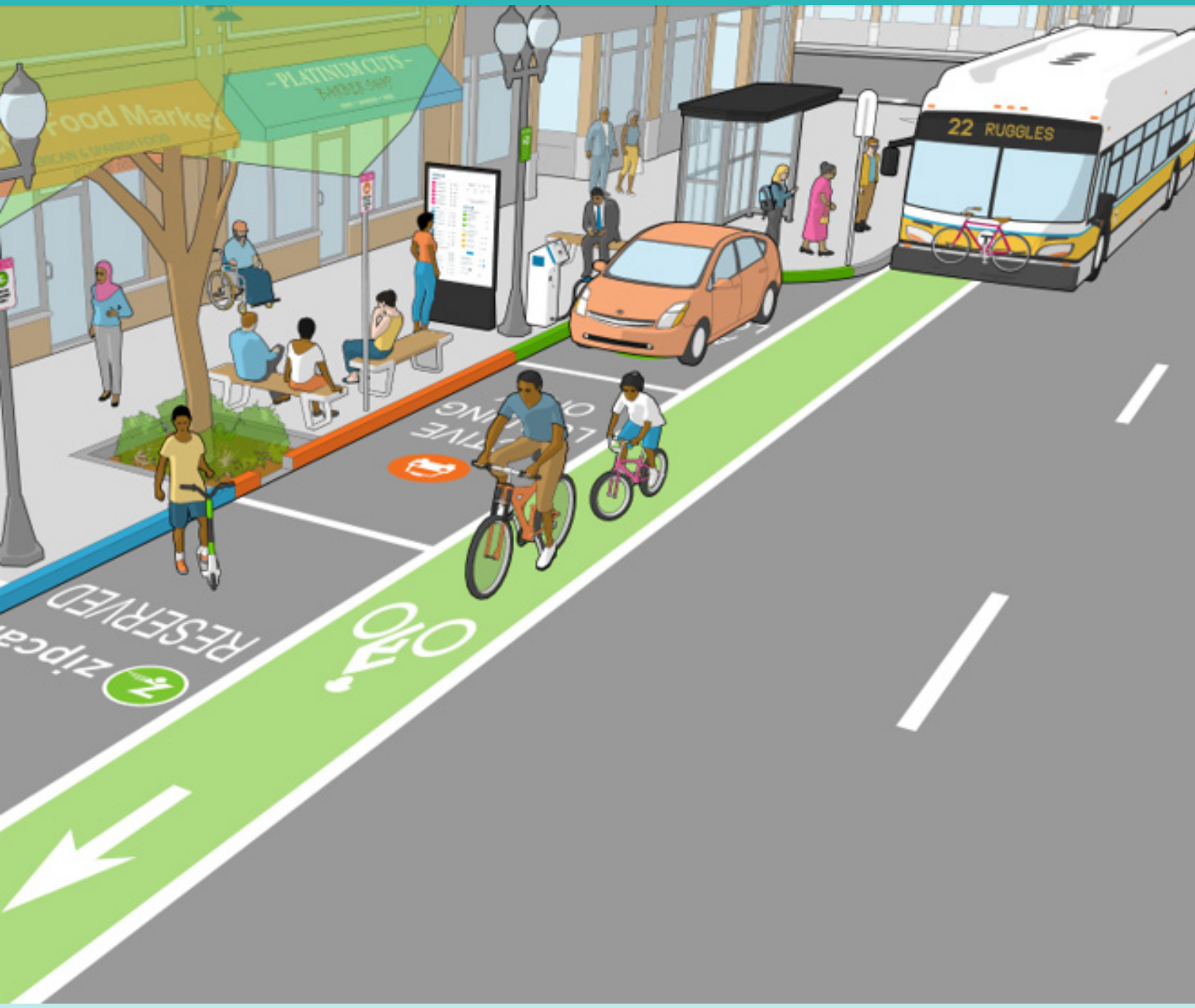


Image credit: Toole Design

PROMOTE THE CREATION AND EXPANSION OF A MULTIMODAL NETWORK.

While smart streets can make navigation around the City much easier, so can the variety of transportation options.

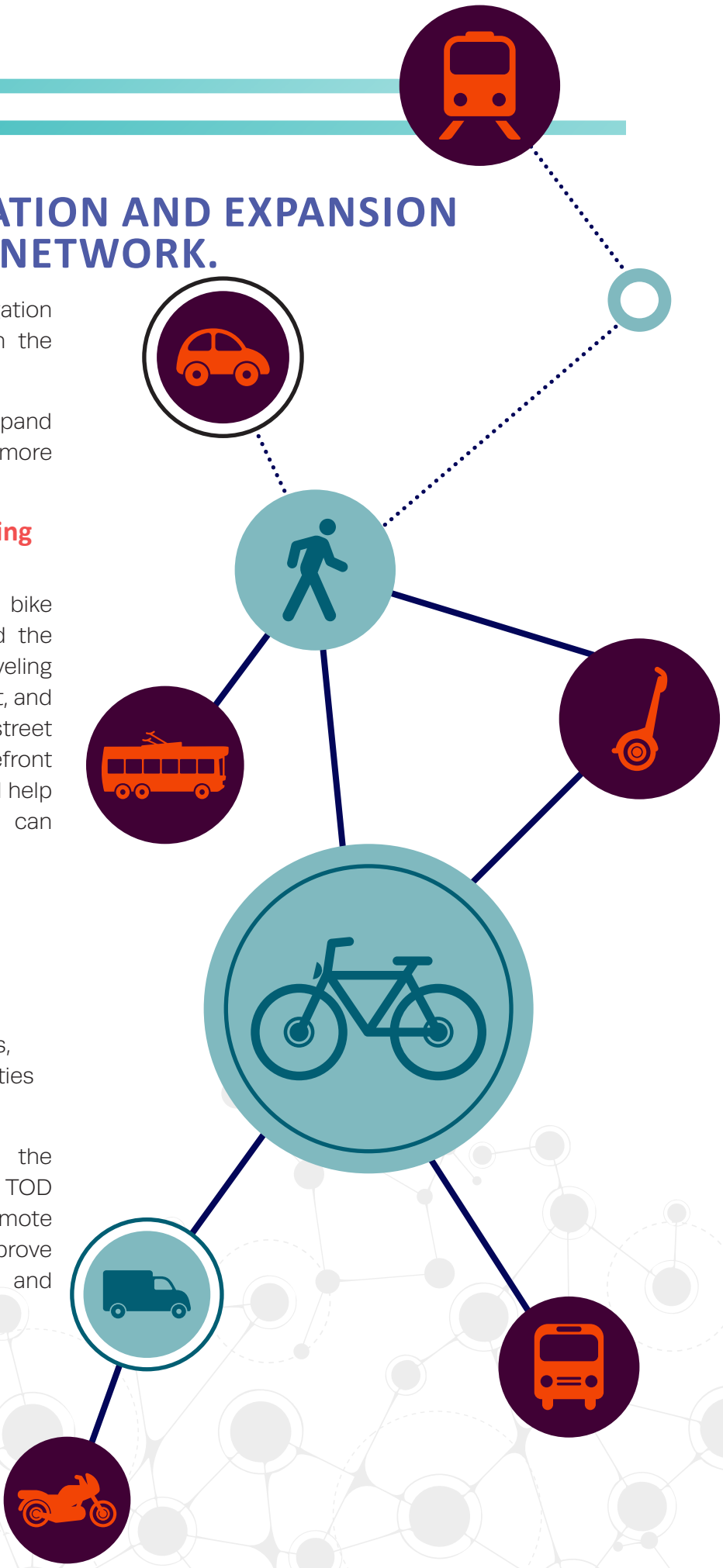
Modal options increase mobility and expand access to more destinations for more people.

Adopt a framework accommodating all transportation modes.

Manchester has walkable streets, bike infrastructure bus transit service, and the potential to support a multimodal traveling public. Prioritizing walking, biking, transit, and other sustainable modes in policy and street design can put these modes at the forefront of minds when decisions are made and help achieve this goal. Design standards can further support this effort.

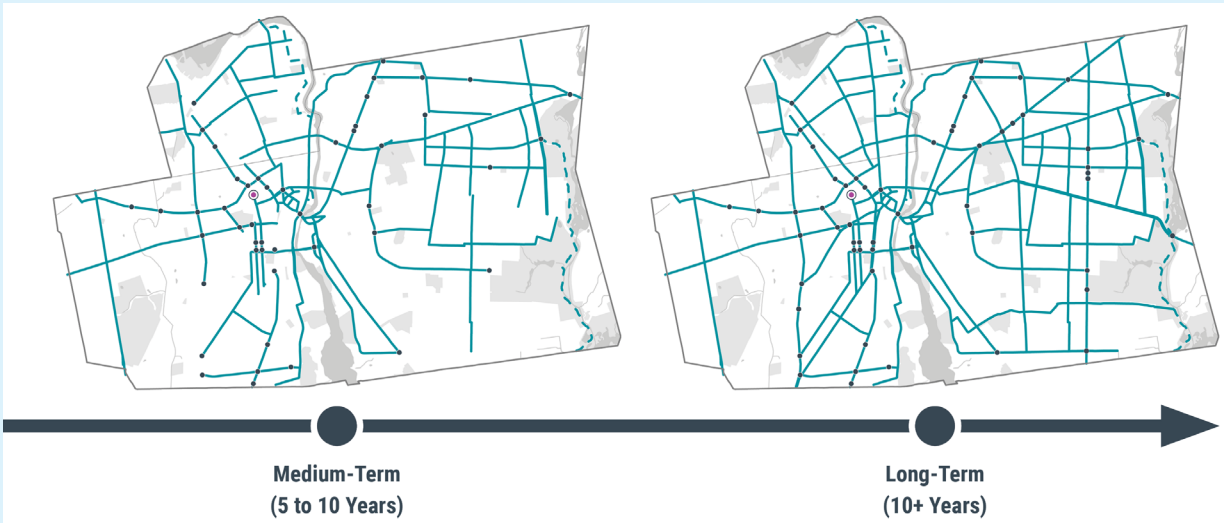
- Assign priority to city streets and corridors based on the framework.
- Design for equity across the system by assessing and prioritizing the needs of lower-income communities, communities of color, and communities with low car ownership.

A Millyard Trolley, as referenced in the Manchester Connects Action Kits and TOD study, that would travel between remote parking lots and the Millyard would improve access for residents and businesses and could also serve as a tourist attraction.



Case Study:
PAWTUCKET FALLS, RI

Illustrated below is planned of a multimodal network in Pawtucket and Central Falls, RI. The system prioritized key destinations and implementation feasibility in the short-term. Later phases of improvements included building out a fully connective high-comfort bike network for Pawtucket and Central Falls.



RETHINK THE DESIGN OF STREETS

Street design in the United States has remained virtually unchanged since the mid-20th century as the role streets play in our day to day activities has evolved dramatically. Most communities have long prioritized moving vehicles through their streets over moving people, with detrimental effects for all street users' safety and a sense of place on roads that dedicate most of their space to vehicle traffic. Increased demand for streets to accommodate people traveling using all modes, technological advances like rideshare and online shopping delivery, and a vibrant public life have made street design a critical area of city intervention.

Adopt and implement Complete Streets design standards.

Complete Streets are streets designed to safely and efficiently function for people walking, biking, driving, and using other alternative modes of transportation. Creating complete streets requires reorienting the traditional approach to street design to include features that alleviate the needs of people who are not using motor vehicles.

Adopting a Complete Streets Policy in Manchester that embraces safe access for everyone, regardless of age, ability, or mode of transportation along city corridors would help guide inclusive street design. The design of future "complete streets" could include facilities that accommodate micromobility, autonomous vehicles, and more.

Instituting a Complete Streets Policy may also increase funding opportunities for roadway reconstruction projects.

Retrofit existing streets.

Existing streets can be retrofitted with Complete Streets principles to...

- Create comfortable routes and connections for biking and walking.
- Calm traffic.
- Reduce conflicts between street users.
- Cultivate an environment that supports walkable neighborhoods and commercial districts.

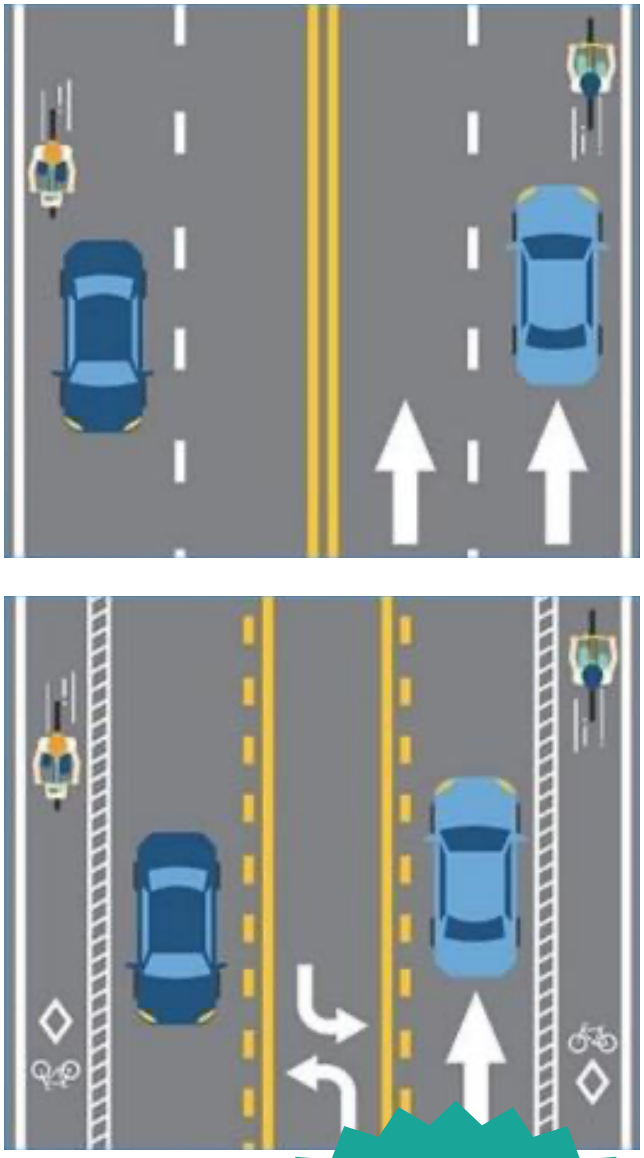
Rightsizing Streets and Intersections

It is common for car-dominated streets and intersections to be designed to support a higher capacity of vehicle traffic than is needed. These corridors can be straightforwardly reconfigured using Complete Streets principles to accommodate all modes, a process which is sometimes referred to as a "road diet." Some streets in Manchester can be rightsized through a road diet to both meet vehicle capacity demands and support multimodal use.

The Elm Street Corridor

The Elm Street Corridor is a priority for change. It is the primary north–south street through downtown Manchester. Traffic volumes in the four–lane corridor indicate that two travel lanes would be sufficient as long as turning lanes are provided where needed at intersections. A reduction in the number of lanes, or a "road diet," could create space required to accommodate other modes as well as new public spaces.

Location on Elm Street	Annual Daily Average	2 Lanes?
South of Webster	12,000	Yes
South of Salmon	12,000	Yes
South of Auburn	17,000	Yes
North of Gas St	16,000	Yes
North of Queen City	12,000	Yes



Source: Boston Complete Streets Design Guidelines

A road diet in which the existing car-dominated street above was reconfigured to simplify turning movements for people driving and provide dedicated bike lanes to separate people biking from vehicle traffic

PROMOTE ACTIVE TRANSPORTATION

Active transportation, such as walking or bicycling, could provide convenient access to transportation networks for people without cars while decreasing single-occupancy vehicle use. Promoting active transportation in Manchester would help to solve the "last mile" transportation gap as well as support healthy lifestyles for all users.

Improve pedestrian and bicycle infrastructure.

Investment in infrastructure to increase the comfort level and safety of the non-vehicular, on- and off-road experience would enhance the multimodal transportation network. The redesign of streets that put people first typically include wider sidewalks, safe street crossings, medians with pedestrian refuges, roundabouts, protected bike lanes, comfortable bus stops, and traffic calming features that slow vehicular traffic. Initial steps to assess and improve the infrastructure could include the following:

1. **EVALUATE BIKE-SHEDS AND WALK-SHEDS FOR MAJOR DESTINATIONS AND PRIORITIZE ACTION.**
2. **PROVIDE WALK PRIORITY ZONES AT THE CORE OF THE CITY, NEAR TRANSIT NODES AND NEIGHBORHOOD CENTERS.**
3. **DEFINE NEIGHBORHOODS WITH TRAFFIC CALMING AND COMFORTABLE WALKING AND BIKING FOR LOCAL TRIPS.**
4. **EXPAND STREET CORRIDORS TO INCLUDE MAJOR BICYCLE CONNECTIONS TO PARKS AND GREENWAYS.**
5. **CONTINUE TO BUILD PROTECTED BIKE LANES OR MULTI-USE PATHS.**

Bike-sheds are defined as the area that is easily bikeable from a specific location.

Walk-sheds are defined as the area that is easily walkable from a location, typically a 5 minute walk or 1/4 mile distance.

Promote and enhance wayfinding throughout the bike/ped network.

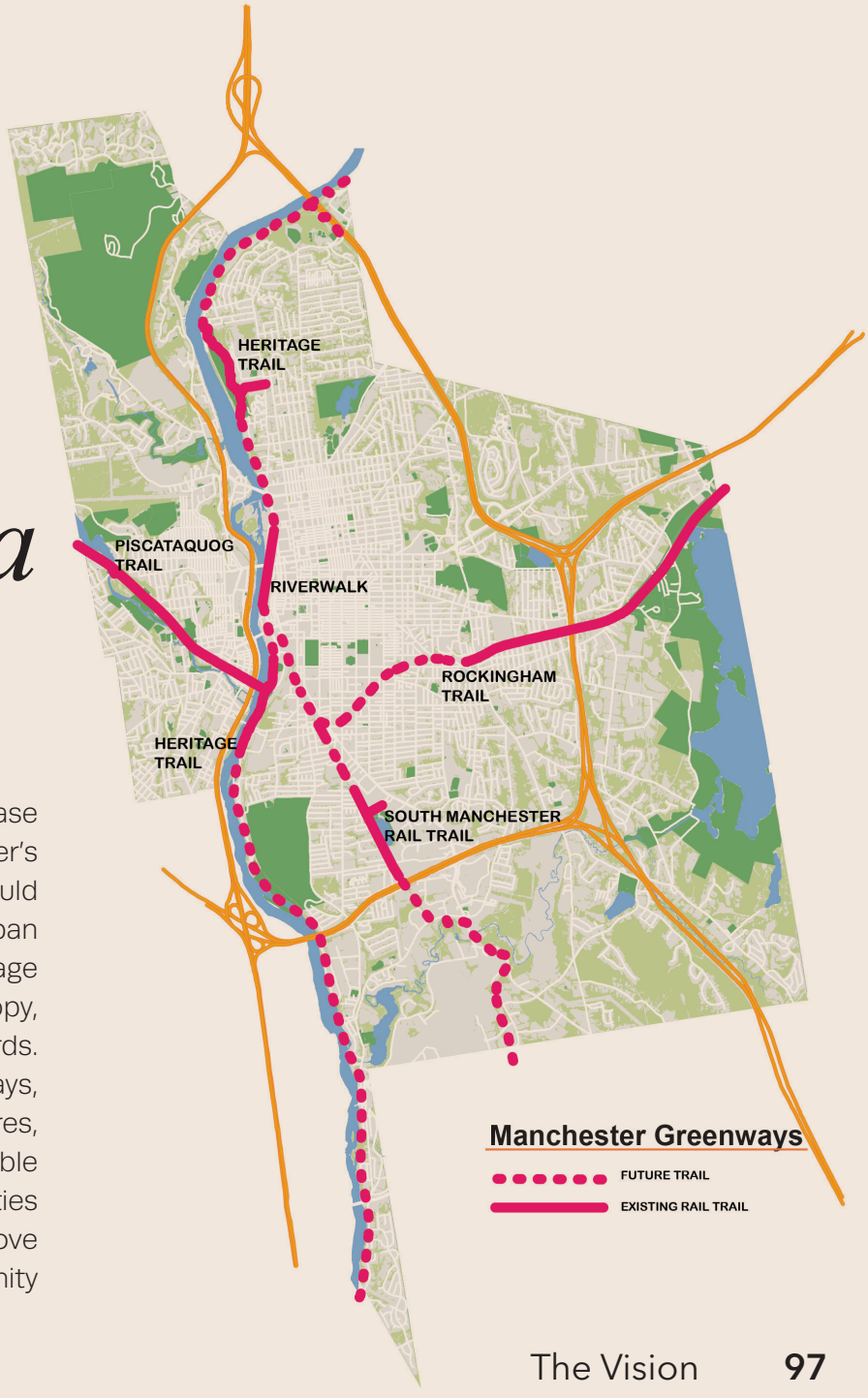
"Wayfinding" refers to an integrated system of signage designed to help people navigate. Wayfinding is important for building confidence in potential network users, and can also be used to facilitate exploration by guiding people to new destinations.

1. **CONTINUE WITH TRAIL BRANDING TROUGH SIGNAGE TO HELP BOOST THE SYSTEM.**
2. **USE BRANDED WAYFINDING SIGNAGE TO ENSURE THE COMPONENT PARTS ARE EASILY IDENTIFIED. THE SIGNS SHOULD EMPHASIZE CONNECTIONS TO AMENITIES.**
3. **EMPLOY DIGITAL TECHNOLOGY TO ENHANCE WAYFINDING.**

Create a connected TRAIL SYSTEM

Manchester has several high-quality multi-use trails. As part of its multimodal transportation network, the City should consider planning and implementing a greenway system encompassing these existing trails and expands upon linking destinations throughout the City. This trail system could be enjoyed by residents and visitors.

Manchester is home to many natural, recreational, and cultural amenities located in the downtown area. This downtown portion of the greenway system could link these amenities, increasing the appeal of Manchester as a tourism destination.



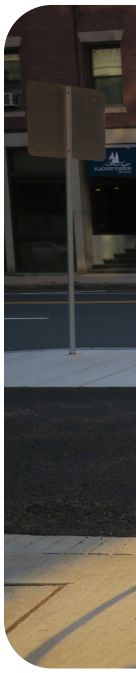
Other Benefits of a GREENWAY SYSTEM

A robust greenway network will increase the quality of life and beautify Manchester's neighborhoods. This trail system would provide an opportunity to improve urban green infrastructure to help manage stormwater, add to the urban tree canopy, and provide habitat for pollinators and birds. Trees benefit urban areas in several ways, like reducing peak summer temperatures, improving air quality, creating more desirable streetscapes, and strengthening local ties among neighbors. These factors improve climate resilience while helping a community attract businesses and residents.

Separated Bike Lanes AND MULTI-USE PATHS

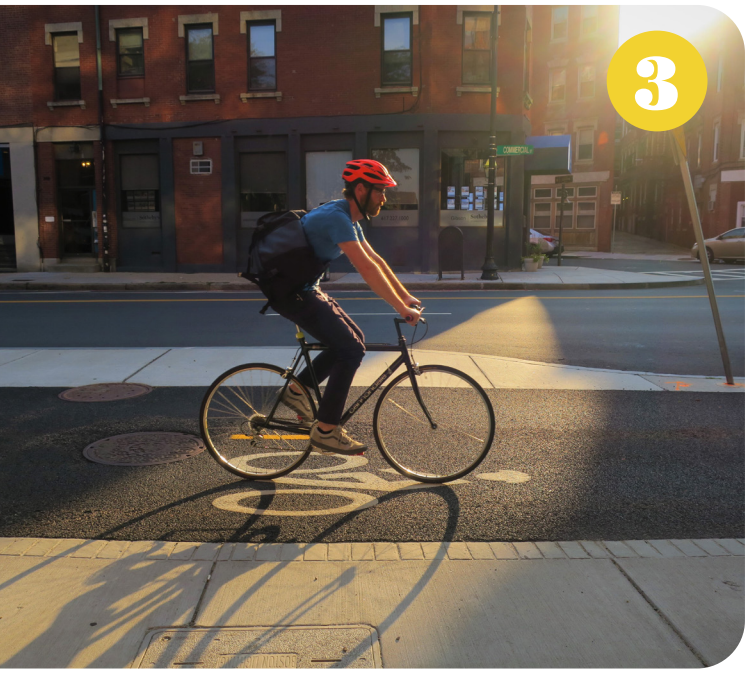
Separated bike lanes and multi-use paths are two kinds of high-comfort bike facilities, meaning they provide an environment where people biking experience minimal stressful interactions with motor vehicle traffic. Separated bike lanes are located in the roadway and can be protected from motor vehicle traffic by parallel parking or low-cost temporary materials for quick implementation or by a curb or other permanent barrier where full reconstruction is possible. Multi-use paths are located off-street, and people biking usually share space with people walking. These high-comfort facilities are essential because they attract more people to bicycling, improve safety for all road users, and serve as the bike network's backbone.

1 GREENWAY ROCHESTER: URBAN MULTI-USE GREENWAY IN ROCHESTER, NY



5 TWO-WAY SEPARATED BIKE LANE IN SILVER SPRING, MD

2 INDIANAPOLIS CULTURAL TRAIL IN DOWNTOWN INDIANAPOLIS, IN



3 SIDEWALK LEVEL SEPARATED BIKE LANE IN BOSTON, MA

4 URBAN MULTI-USE GREENWAY IN COLUMBUS, OH

OPTIMIZE LOCAL AND COMMUTER TRANSIT SERVICE.

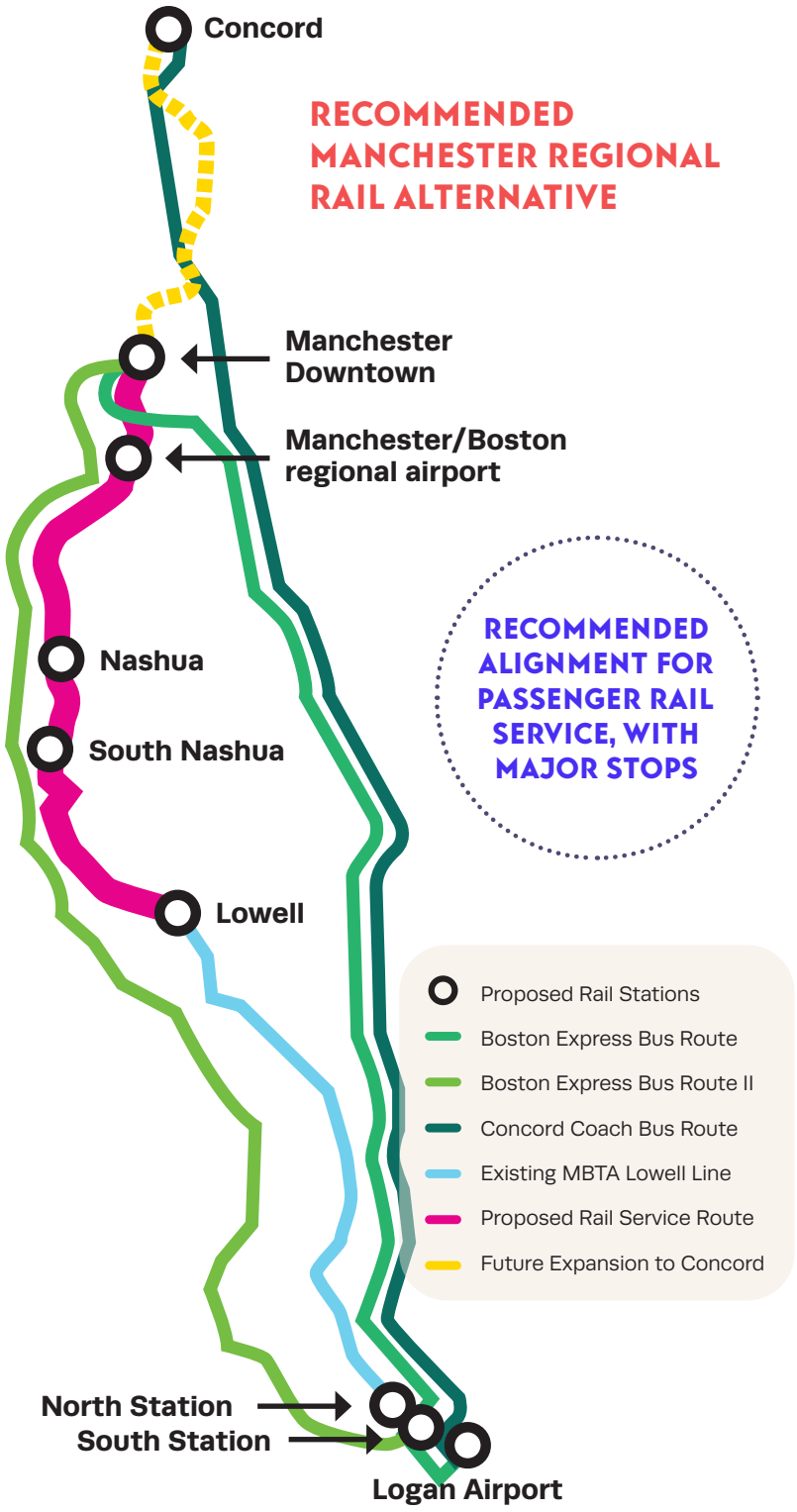
Improvements to and expansion in transit service can provide a feasible alternative to automobile travel downtown. Supporting multi-modal travel through design and policy could increase active transportation as well. For Manchester to achieve a better-connected and better-utilized transit system, the following actions should be taken.

Facilitate future passenger rail service.

Working with regional, state, and federal agencies, the City should support efforts to extend passenger rail service into Manchester from Boston. It would relieve some of the traffic congestion on highways and local roads.

The City should also leverage the economic opportunities that will come from a seamless connection to Boston. With easy access to the center of Boston, passenger rail service could position the City as a desirable place to live and operate a businesses. Featuring the outstanding quality of life, affordability, and recreation along the Merrimack River, the City can benefit from Boston's growing economy and attract professionals, visitors, and new businesses to Manchester. Key to the service's success is a transit hub in or around the downtown area to spur redevelopment.

Provide connectivity between

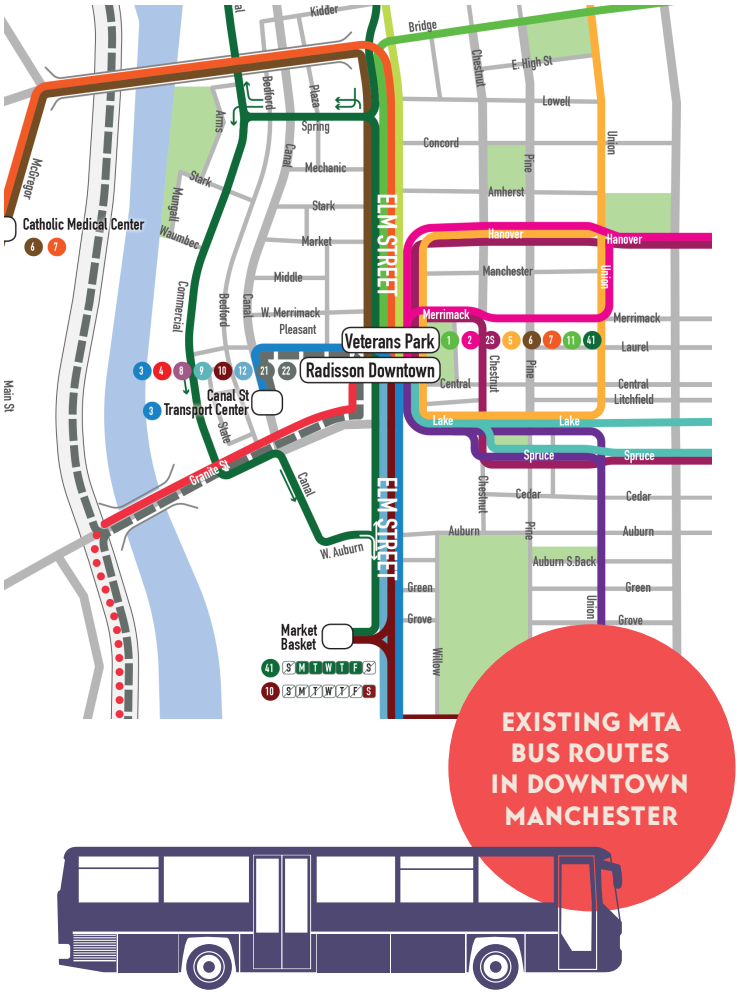


future passenger rail and MHT.

The potential for possible passenger rail service may include a stop close to the Manchester–Boston Regional Airport (MHT), opening up opportunities to maximize both modes of transportation. Shuttle service will be needed for the last half–mile connection from the rail station to the airport terminal.

Improve regional bus transit service.

Work with MTA to expand bus service to early morning, evenings, and weekends, when many employee shifts occur as well as recreational access. This could include a downtown area shuttle to carry people to and from the regional rail station to other destinations within the downtown. Beyond that, coordinated routes serving City destinations and services can allow passengers to connect to everything Manchester offers. These types of coordinated systems will be increasingly efficient with the use of apps that enable rail passengers to quickly determine their "last–mile" (defined on page 81) options. Manchester's inherently walkable and bikeable street network and urban form will allow a variety of mobility options to flourish with the right investments.



Improve MTA BUS SERVICE

1. EXPAND OPERATING TIMES TO SERVE LATER WORKER HOURS.
2. INCREASE SERVICE TO POPULAR STOPS.
3. EXPLORE AUTONOMOUS SHUTTLE SERVICE DOWNTOWN.
4. EXPLORE BUS-ONLY LANES OR BUS/BIKE LANES.
5. CREATE BUS STOP DESIGN STANDARDS AND IMPROVE STOPS TO MAKE TRANSIT USE SAFER AND MORE COMFORTABLE.

TRANSIT-OR
DEVELOPME

The City completed a Transit Oriented Development (TOD) Plan in September 2020 to guide transit oriented development efforts for the South End of Elm Street in Downtown Manchester. Transit-oriented development around the centralized train station could spur retail, jobs, and housing growth within easy commuting distances, address the lack of affordability in the vicinity of downtown, create an attractive retail district connected by enjoyable, comfortable pedestrian and bicycle infrastructure, and provide convenient transit services that meet current needs of residents and workers.

The Central development scenario, chosen as the development scenario from the TOD planning process in May of 2020, focuses on Elm Street and Willow Street and positions the planned rail platform near the stadium. This will provide the opportunity to create a fully multimodal station, complete with shuttles, bike access, bus transfers, parking, and a gateway to the rail trail.

Passenger rail to and from Manchester could relieve pressure on the highways for work commutes and weekend travel. The existing corridor could support new rail service north and south of the City. Rail is a late stage investment in TOD, with the Millyard shuttle being the top priority investment. Manchester has the density to support transit service and an established transit system. Service improvements through system timing adjustments or route planning could increase transit use. Real-time transit information can be beneficial and MTA can coordinate to make its transit data available to app developers. Wayfinding and other user information can also support this improvement.

RIENTED
NT

Piscataquog
I-293
MERRIMACK RIVER
Northeast
Delta Dental
Stadium
S. COMMERCIAL STREET
GRANITE STREET
Liberty Utilities
ELM STREET
WILLOW STREET

MAKE OUR STREETS SAFER

As walking and biking increase, providing safe spaces for these vulnerable road users is critical.

Determine priorities based on crash data.

Crashes are a measurable way of assessing street design outcomes. Intersections and roadways with a high frequency of crashes, or where severe crashes have occurred, should be prioritized for a redesign grounded in reducing conflicts and motorist speeds.

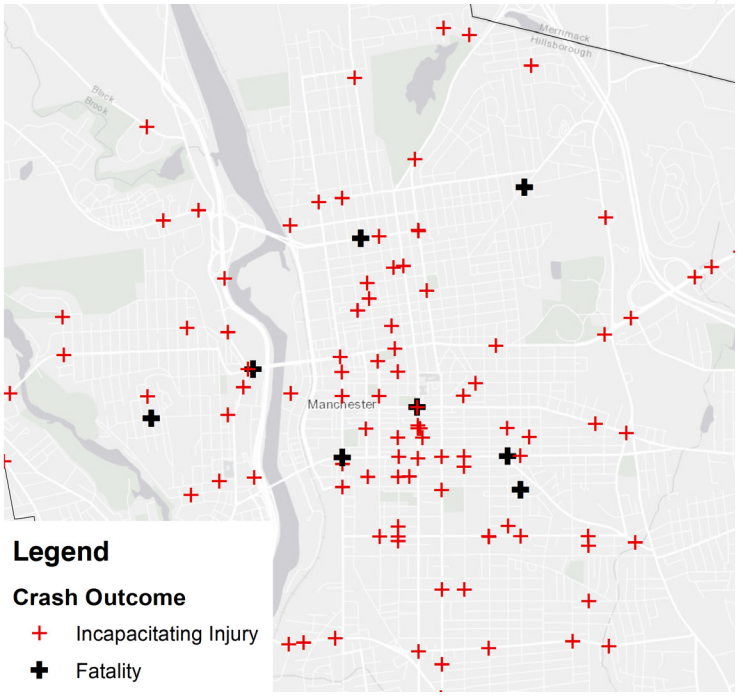
Consider vulnerable users in maintenance practices.

Improved pedestrian and bicycle infrastructure increases the comfort and safety of people walking and biking.

- Prioritize debris and snow removal on sidewalks and rail trails.
- Review drainage conditions and grate styles for bicycle compatibility.

Reduce traffic speeds.

Speed is inordinately responsible for injuries and fatalities on our streets. By reducing speeds we are all safer, especially those walking and bicycling. With Manchester's small size, a 5 mph change in travel speeds means only a couple minutes of additional travel time, yet a city-wide change in speed limits can save lives.



Source: SNHPC

Some strategies for reducing vehicle speeds are:

- Reducing the width of travel lanes.
- Strategically reducing roadway capacities where excessive.
- Incorporating hard edge features on the roadway, like parallel parking.
- Installing traffic calming features like bump-outs, traffic circles, raised medians and intersections, road-diets, roadway material changes, chicanes (alternating mid-block curb extensions or islands).

Advance policies and programs to increase safety.

There are a number of policies and programs in place in cities and towns across the country to address street safety through design. For example, neighborhood traffic calming programs are a common solution for creating a process for addressing complaints about speeding on neighborhood streets. Two more policies and programs are highlighted below:

Safe Routes TO SCHOOL

Manchester participates in the Safe Routes to School program, which encourages students to walk to school and assists in sidewalk improvements in the vicinity of schools. The sidewalk program identifies "Key Streets" for school access that should be prioritized for sidewalk reconstruction and repair. The City should continue to participate and increase its involvement in Safe Routes to School.

Vision ZERO

The Vision Zero is "a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all (Source: visionzeronetwork.org). This approach has been successful in substantially reducing fatalities in many cities in Europe and now the U.S. A key priority is to protect vulnerable users where they are exposed to potential conflicts with traffic, such as at crossings. Employing proven design techniques that are attractive, keep drivers alert to other users on the street, and naturally slow traffic speeds can be integrated into a city-wide complete streets program.

ADOPT QUICK BUILD APPROACHES TO DESIGN AND IMPLEMENTATION.

As improvements are made to the transportation network, the City might consider a staged approach, taking advantage of the full spectrum for project implementation: demonstration, pilot project, interim design, and capital construction. This technique allows people to experience street design potential before the City commits to major capital investment. The City can test and tweak the design of a new facility or other proposed improvement before becoming permanent. Implementing change using this method can ensure the final result is a more responsive solution.

SEIZE OPPORTUNITIES FOR OTHER BENEFITS OF IMPROVING THE PUBLIC STREETS.

Rethinking the priorities for the street can include designing to cultivate a unique local identity and reducing environmental impact.

Placemaking and Community Building

Redesigning streets as places to be, as opposed to places to move through, is an opportunity to infuse the design with local aesthetics and character, amenities, and public art to encourage people to linger and enjoy the City. Participatory placemaking with area stakeholders and community members can create a sense of place that attracts visitors and contributes to a lively urban environment.

Cleaner environment

Enhancing streets for people walking and biking can encourage more residents to replace car trips with non-motorized vehicle trips. Vehicle trips are a key driver of air pollution in cities, and mode shift is an important strategy for improving air quality.

Employing green infrastructure on streets can mitigate the urban heat island effect and improve stormwater management. This reduces the City's impact on the Merrimack River from runoff pollution and combined sewer overflows, while adapting to the projected effects of climate change.

Case Study:
PROVIDENCE, RI CITY WALK

An example of a project that has utilized the demonstration project process is City Walk in Providence, RI. In June 2018 the City held a demonstration project on Broad Street with a separated bike lane and curb extension plazas. The demonstration was an opportunity for community gathering and for public input on the street changes. Now, this part of Broad Street is scheduled to be reconstructed and reconfigured with bike facilities and traffic calming in Spring 2021.

Project Type	POP-UP	PILOT	RAPID IMPLEMENTATION	PERMANENT
Time Interval	1 Day to 1 Month	1 Month to 1 Year	1 Year to 5 Years	5 Years and Beyond
Relative Cost	$	$$	$$$	$$$$

Neighborhood-led INITIATIVES

Enable neighborhood-initiated "repair" projects, which can bring people together to boost the identity of their community and calm traffic. Wayfinding, parklets and more can be included.

INNOVATION IN Stormwater Management & Flood Resilience

Stormwater management and flood resilience are of growing importance nationally, and a variety of new creative solutions leverage technological advancements and aesthetics to take this essential municipal function beyond mere pipes and drains. It also helps by keeping the water within the landscape longer, making it more available in times of drought. Increasingly, cities are installing water-detection sensors to construct and upgrade their systems to monitor capacity, water quality, and interruptions (i.e., treatment plant and pipe failures). In addition, stormwater management techniques can combine engineering, science, and art to make hydrology a focal point or amenity rather than merely dealing with it carelessly. Design solutions can also help ensure post-flood resiliency, assisting cities to "bounce back" quickly after significant flood events by storing and slowly releasing runoff.

1 **STORMWATER CAN BE MANAGED AND CELEBRATED IN A VARIETY OF FORMS, INCLUDING GREEN ROOFTOP GARDENS**

ADD LOW IMPACT DEVELOPMENT TO BEST MANAGEMENT PRACTICES FOR LANDSCAPE IMPROVEMENTS, ART, AND AMENITIES.

Low impact development (LID) is widely accepted as a stormwater management best management practice (BMP), especially when applied in combination with conventional best management practices, such as infiltration and detention basins. Through innovative

design, such features can be visually appealing art forms and landscaping features as well as integral components of public and publicly accessible amenities (like parks, museums and other cultural resources).

Green Rooftops

Cities today are creating incentives that encourage property owners and developers to construct new buildings or retrofit existing structures to feature green rooftops. Green rooftops are "contained" green spaces located on tops of buildings, and usually feature high-performance water capturing, drainage systems, and plants. Green roofs help to retain stormwater, moderate the urban heat island effect, improve air and water quality, and provide an amenity, such as a garden or park. Some cities, such as Seattle, encourage property owners' participation in a program that makes such spaces accessible to the public.

- Establish a program to make green roofs part of the system of publicly accessible parks and open space in the City.
- Amend regulations to allow green rooftops as a means of meeting open space requirements in more urban settings.

Bioretention

Bioretention is the process of the plants and soils naturally removing contaminants nutrients and sediments of stormwater before it is collected and conveyed to a treatment facility or nearby receiving waterbody. This kind of green infrastructure, including bioswales and rain gardens, helps to reduce the burden on water treatment plants and protect natural water resources can serve as a passive amenity, if appropriately designed.

- Amend regulations to encourage innovative and artful green infrastructure for stormwater management.

Permeable Pavements

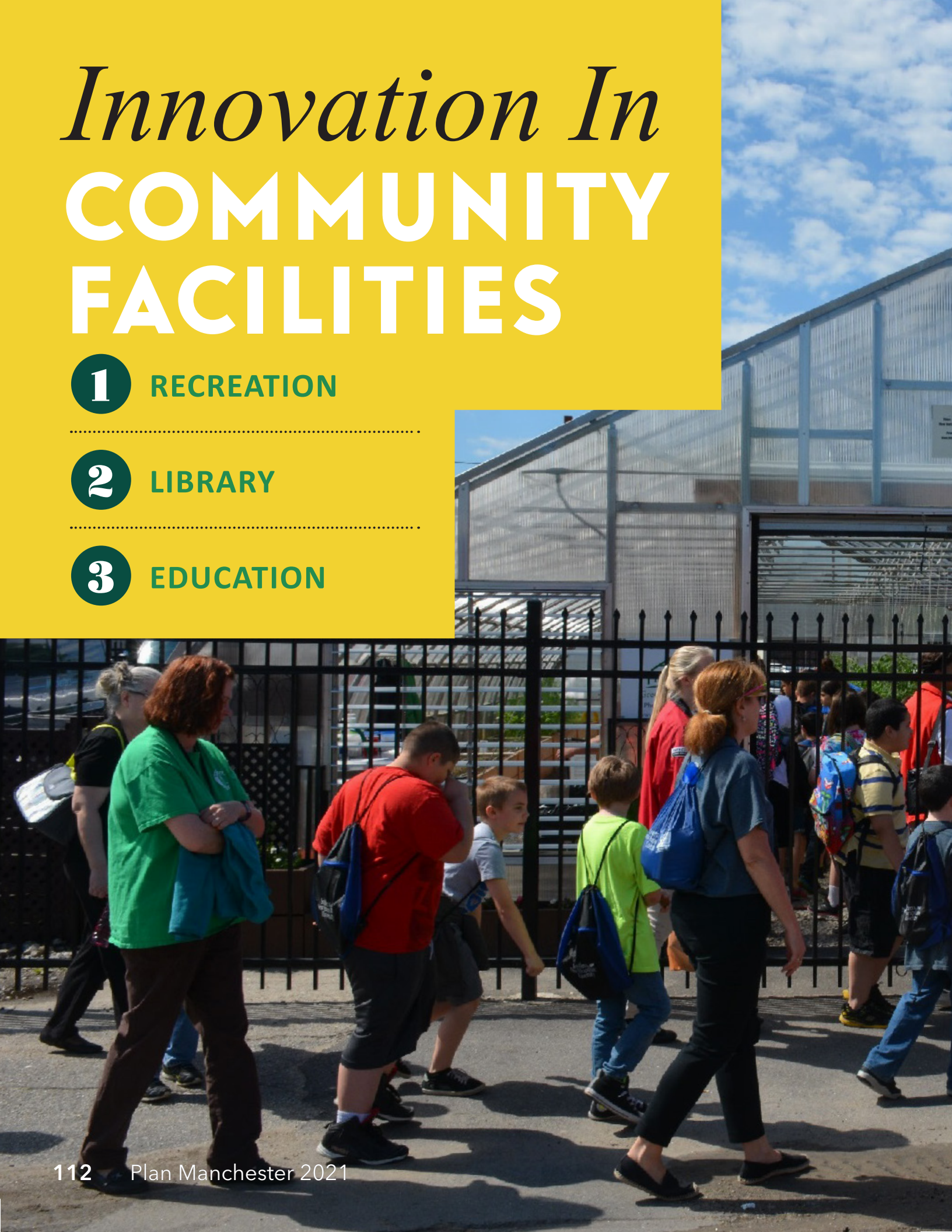
Unlike conventional blacktop asphalt and concrete pavement, permeable pavements are porous. As stormwater infiltrates, the volume of surface runoff is reduced and cooled and pollutants are filtered. The texture of the surface also slows the stormwater, reducing the rate of drainage and related impacts such as soil erosion and overtaxing stormwater infrastructure.

- Incentivize permeable pavements for pedestrian or parking areas where sanding is less likely or not required for winter safety.

BIOSWALES WITH SEATING 2

Innovation In COMMUNITY FACILITIES

1. RECREATION
2. LIBRARY
3. EDUCATION



NEW HORIZONS
COMMUNITY
GREENHOUSE

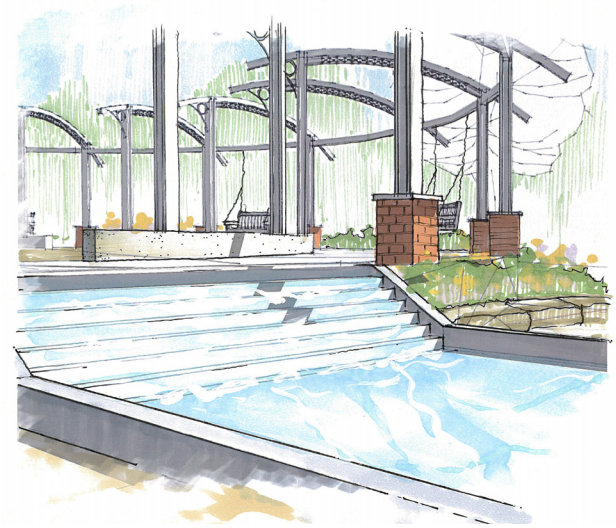
1 Recreation

EXPAND THE PARKS AND RECREATION SYSTEM.

The parks of Manchester are one of the City's best assets. Municipal parks-and-recreation systems across the U.S. have evolved to include a wider variety of spaces to support a much broader range of activities. The composition of these newer systems has expanded the role of parks and recreation to address active living at any age, better environmental stewardship, and improved community health and well-being.

Assess the condition of existing parks in terms of the following:

- Quality, considering the level of maintenance and the potential need for replacement of structures.
  - ◊ Continued and improved maintenance to existing parks and recreation facilities.
- Accessibility
  - ◊ Expand the rail/trail signage and wayfinding that could grow into a full consistent parks signage and wayfinding program.



- ◊ Safe connections to nearby neighborhoods and schools, mainly via a connected network of trails that serve both recreation and transportation purposes.
- ◊ Internal walkways that meet ADA requirements.
- ◊ Consistent signage and wayfinding.

- Safety, especially landscaping, to ensure visibility into and out of the parks.

Following the assessment, develop a facilities plan that identifies and prioritizes the range of potential projects. As part of this effort to upgrade existing parks and add parks to the systems, consider partnerships with private developers to provide publicly accessible open space. Such "privately-owned public open space" (POPOS) can help meet the demand for park space without substantially increasing the burden on the City to provide and maintain such facilities.

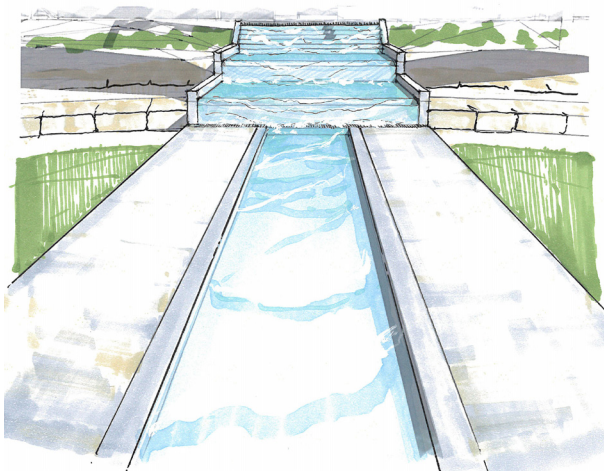
Update the Parks and Recreation Master Plan.

The Greening the City Master Plan from 2006 should be updated to further assess and provide recommendations for Manchester's parks and recreation.

Increase active recreation opportunities. Creating programs that provide a variety of active recreation opportunities can draw people with different interests to the parks. These activities can include popular "adult recess" activities such as kickball and dodgeball, nighttime nature events, and races such as mud runs and obstacle races.

Use parks and recreation locations as community wellness hubs.

Manchester can capitalize on parks and recreation facilities already being community gathering places to expand them into community wellness hubs that offer a variety of services such as counseling, healthcare, food and nutrition assistance, and other public services. In this way the park and recreation facilities can also be used to address health and social equity.



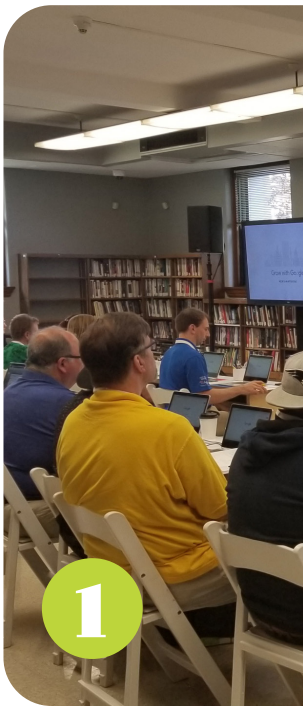
2 Library

SUPPORT LIBRARIES AS CENTERS OF COMMUNITY AND COLLABORATION.

When the American Library Association (ALA) launched Libraries Transforming Communities, an initiative to support and elevate the role of public libraries in facilitating community engagement, the City library was positioned to provide lifelong learning and to be a place for community collaborations and discussions. Our initiative also includes community partnerships and taking the library to the community via outreach services.

- Promote library outreach services such as the Bookmobile and joint programming with other City departments.
- Promote library partnerships with the business community to provide lifelong learning and access to information.
- Supporting the modernizing of library services using technology to assist our customers
- Redesigning spaces as services continue to change such as areas for quiet study and community collaboration.
- Supporting and expanding the use of outside spaces including a partnership with the Parks Department for community programming.
- Supporting, expanding and promoting library services that provide more accessibility such as digital content, online programming and home services.

THE LAWN OF THE LIBRARY IS USED 3 FOR ANNUAL FAMILY FARE SUMMER EVENTS.



1 OUR LIBRARIES PROVIDE TECHNOLOGY TRAINING AND SPACE FOR COMMUNITY PRESENTATIONS.

2 THE RENOVATED CHILDREN'S ROOM AT THE MANCHESTER CITY LIBRARY WAS DESIGNED TO INCLUDE A MORE FUNCTIONAL CHILDREN'S COMPUTER AREA AS WELL AS A READING NOOK.

4 DEDICATION OF THE NEW BOOKMOBILE, AN OUTREACH PARTNERSHIP, BETWEEN THE LIBRARY AND THE SCHOOL DISTRICT.

3 Education

Preparing children for their future is one of the most important jobs of a community, and as the future changes and evolves, the ways we teach students must also innovate. Today's schools have the difficult task of preparing students for a high-tech world that demands strong STEM (science, technology, engineering, and math) skills alongside creativity, good citizenship, and collaboration. Meeting this high bar requires innovation on the part of educational institutions and all stakeholders – parents, students, teachers, administrators, and partners in the broader community.

CONTINUE TO BUILD COMMUNITY PARTNERSHIPS TO HELP STUDENTS GET AHEAD.

The economy in Manchester continues to diversify from one focused on traditional manufacturing to high-tech sectors, health, and professional services. This change presents key opportunities for the school system to learn from others around the country who have partnered with local firms to build curricula and experiential learning opportunities for students. The community is already embracing these steps through Manchester School of Technology High School (MST-HS) and Manchester PROUD.

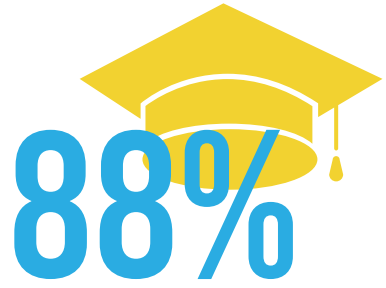
Manchester School of Technology High School (MST-HS)

MST-HS uses competency-based education providing rigorous academics in combination with career and technical education (CTE) classes. All grading at MST-HS is competency based, meaning students do not receive the traditional A-F grade, but rather are assessed based on their understanding of each competency. "Grades" at MST-HS are done on a 1-4 scale, where students begin at a 1 (not yet proficient) and move towards proficiency throughout the year. Students are able to progress at their own pace, which allows for extra time for students who are struggling with concepts and advanced learning for those who move faster through the material. MST-HS also focuses on project-based and interdisciplinary learning through enrollment in CTE programs. All students at MST-HS have access to Chromebooks during the school day.

Water Science Fair

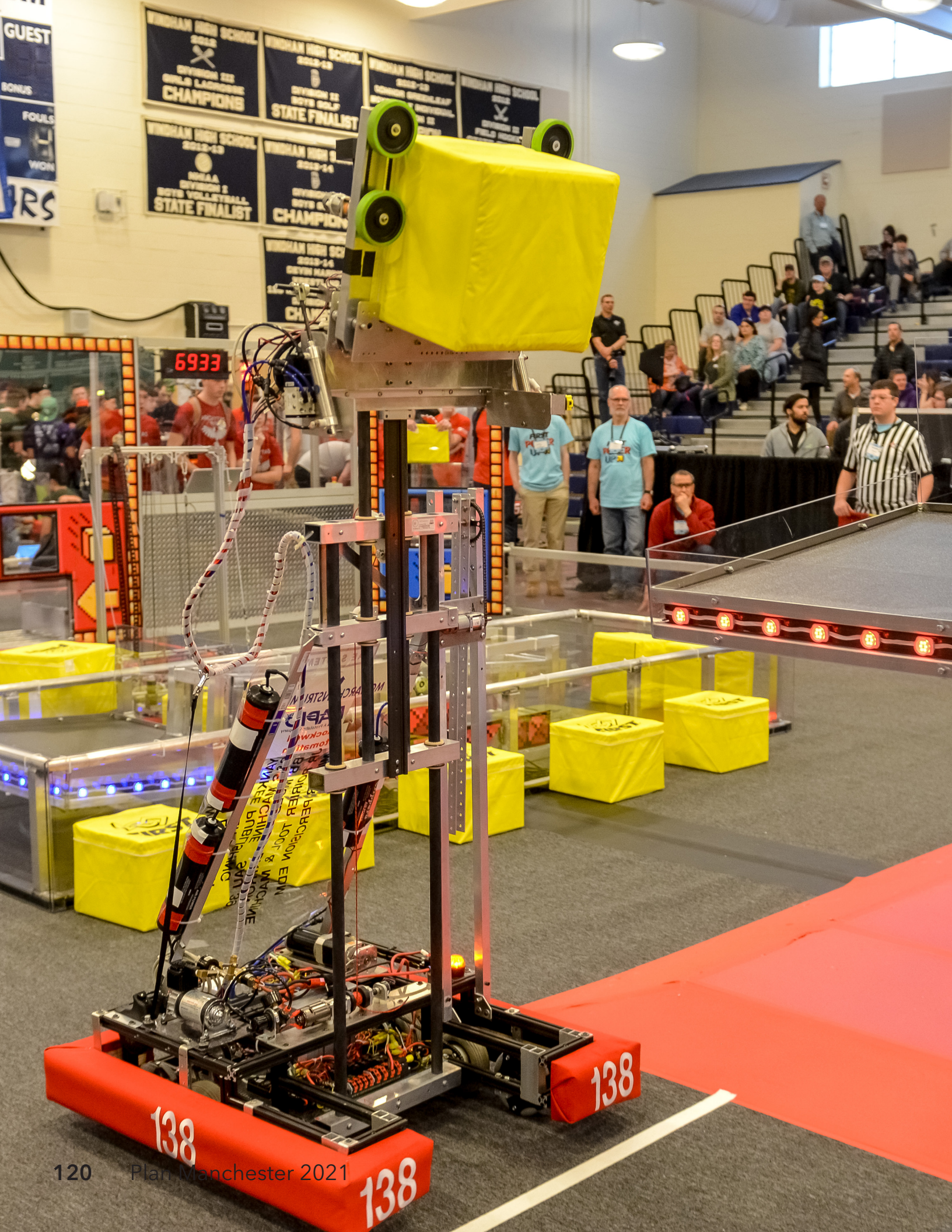
"Each year, the NH Drinking Water Coalition recognizes National Drinking Water Week by organizing the New Hampshire Drinking Water Festival and State Science Fair. For 27 years, the City of Manchester Water Works Department has participated in the New Hampshire 4th Grade Water Science Fair. This extraordinary event focuses on educating fourth-grade students on the many ways water is being utilized and introduces students to the people that work to protect it.

Major themes include the water cycle, watersheds, groundwater, wildlife, and the human water cycle. Lessons connect with student's daily lives and explore how they can keep water clean. The online lessons and activities are designed for students in grades 3-5, but with the timeless importance of clean water, students in other grades will also benefit. Students in grades 3-5 are invited to participate in this year's Water Poetry Contest. This is an excellent opportunity to incorporate the language arts and water science."



OF THE POPULATION OF MANCHESTER HAS A HIGH SCHOOL OR COLLEGE DEGREE

COLLABORATIVE WORKSPACES, HIGH-TECH LEARNING OPPORTUNITIES, AND GREEN BUILDING AT SCHOOLS ARE WAYS THAT DISTRICTS AROUND THE COUNTRY ARE INNOVATING.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Manchester Proud

Manchester Proud is a partnership between the citizens of Manchester and the local business community to advocate for improving Manchester City Schools. The group started as "an ad-hoc gathering of local business and education leaders, wanting to better understand Manchester's public schools and how we might partner with others to create opportunities for their improvement. Today, Manchester Proud has become a community movement, united by our pride in Manchester and our shared commitment to the success of every student, and therefore, our entire community." (Source: Manchesterproud.org) This organization understands and advocates that there is a direct link between education, quality of life, community health, and a thriving business climate in the City of Manchester.

FIRST

Mission

The mission of FIRST® is to inspire young people to be science and technology leaders and innovators, by engaging them in exciting mentor-based programs that build science, engineering, and technology skills, that inspire innovation, and that foster well-rounded life capabilities including self-confidence, communication, and leadership. (Source: FirstInspires)

Vision

"To transform our culture by creating a world where science and technology are celebrated and where young people dream of becoming science and technology leaders." Dean Kamen, Founder

INNOVATION IN Housing

The recently completed Consolidated Plan for Manchester presents an overview of housing in the City of Manchester. It states "the housing market for the City of Manchester has undergone dramatic changes since the last Consolidated Plan. The prior plan was impacted by the Great Recession, which forced foreclosures and a decline in the housing market. Currently, Manchester is experiencing the impacts of an increase of housing value across all facets of the market creating an affordability issue for many seeking housing options in the market."

29%

CITY RENTAL RATES INCREASED

2015-2020

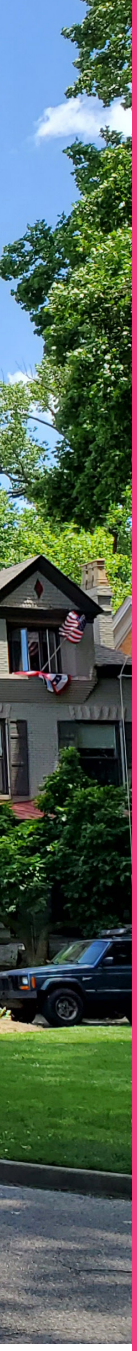
$331

CITY PER MONTH MEDIAN RENT INCREASED

SINCE 2015

VACANCY RATES FOR RENTAL AND FOR-SALE HOUSING HAVE DECREASED, WITH THE RENTAL VACANCY RATE AT 2.3% IN HILLSBOROUGH COUNTY.

Source: NHHFA 2020 New Hampshire Residential Rental Cost Survey Report



ACCORDING TO MANCHESTER INK LINK, "THE GROUP KNOWN AS MHTFORADUS (SHORT FOR 'MANCHESTER FOR ACCESSORY DWELLING UNITS') IS SEEKING TO PROMOTE IN-LAW APARTMENTS AS A WAY TO MAKE HOUSING MORE ACCESSIBLE AND AFFORDABLE TO CITY RESIDENTS." (MANCHESTER INK LINK, 2019)

INCREASE SAFETY OF AGING HOUSING STOCK.

In 2019, the City of Manchester launched a 42 month effort to address lead & housing code violations in the City of Manchester. This program is specifically tailored to the unique challenges of Manchester's aging housing stock. It includes the following:

- Abatement funds for property owners.
- Training funds for low income contractors and their workers.
- Funds for renters (provide food stipends / hotel relocation for participating tenants).
- Comprehensive education regarding lead hazards for residents.

- **Encourage Inclusionary Zoning**

  Zoning at the local level could include bonuses for developments that include affordable housing as a component of overall multi-family development. Additionally make sure that the zoning update allows for a mix of housing options and price points.

- **Consider a Community Land Trust**

  Used widely across the United States, Community Land Trusts create a unique process whereby community leaders, residents, and the City have a stake in 99-year leased property to preserve housing affordability, stabilize neighborhoods, and enhance housing options.

- **Pursue additional partnerships as the state increases funding for the state's housing trust fund.**

  The State of New Hampshire legislature continues to pass budgets with new investments in affordable housing. As this trend continues, new opportunities to create partnerships with organizations that can fully capitalize on this investment will arise. The City should continue to proactively pursue collaborations.

- **Consider a land banking program by aggressively pursuing properties that have tax liens to be banked as potential sites for redevelopment/renovation.**

  As a largely "built-out" city, existing properties and potential renovations or construction on vacant lots present key opportunities for Manchester to enhance its existing housing stock.

- **Consider multi-family housing on aging commercial properties.**

  Manchester will continue to undergo transformation as aging commercial corridors with strip style centers become vacant. These sites which are located on key corridors present opportunities for large mixed-use or multifamily infill development.

- **Consider policies for improving renter engagement and property rehabilitation.**

  The Consolidated Plan indicated that there was a substantial need for more housing vouchers through HUD on a Federal level and through the NHHFA through project-based vouchers. The City should continue to pursue these vouchers.

- **Eliminate or Reduce Single-Family Only Zoning Districts.**

  Some cities around the country are eliminating zoning districts that are exclusively single-family residential and replacing them with mixed-housing zoning districts. If eliminating them all together is not politically feasible, these monocultural single-family only residential zoning districts can be reduced in size while more mixed-housing and mixed-use zones are expanded.

THE ARCADE PROVIDENCE IN DOWNTOWN PROVIDENCE, RI, WHICH IS AN AWARD-WINNING RENOVATION THAT INCORPORATES MICRO-RESIDENTIAL SPACE (250-800 SF) OVER A MICRO-RETAIL CENTER.

- **Use a Neighborhood First Housing Strategy.**

  Housing that is not in the context of a true neighborhood meets the housing needs but does not meet the full social or emotional needs of an individual. Housing units should be distributed throughout mixed-income, walkable, mixed-use neighborhoods. If the housing is more than a single building but cannot be a part of a larger mixed-income neighborhood, it should be designed as a pocket neighborhood. In a pocket neighborhood the units are laid out to relate to one another around a common gathering space, often with shared facilities. Neighborhood design, large or small, should follow Crime Prevention Through Environmental Design (CPTED) principles.

- **Integrate Affordable Housing opportunities around transportation hubs and parking lots.**

  Affordable micro-unit and tiny houses could be located around the perimeter of parking lots that are visible from the street. This strategy provides additional housing units and screens the unsightly parking lots from view. Afforable micro-residential spaces could also be located in mixed-use buildings such as in the Arcade Providence in Downtown Providence, RI.

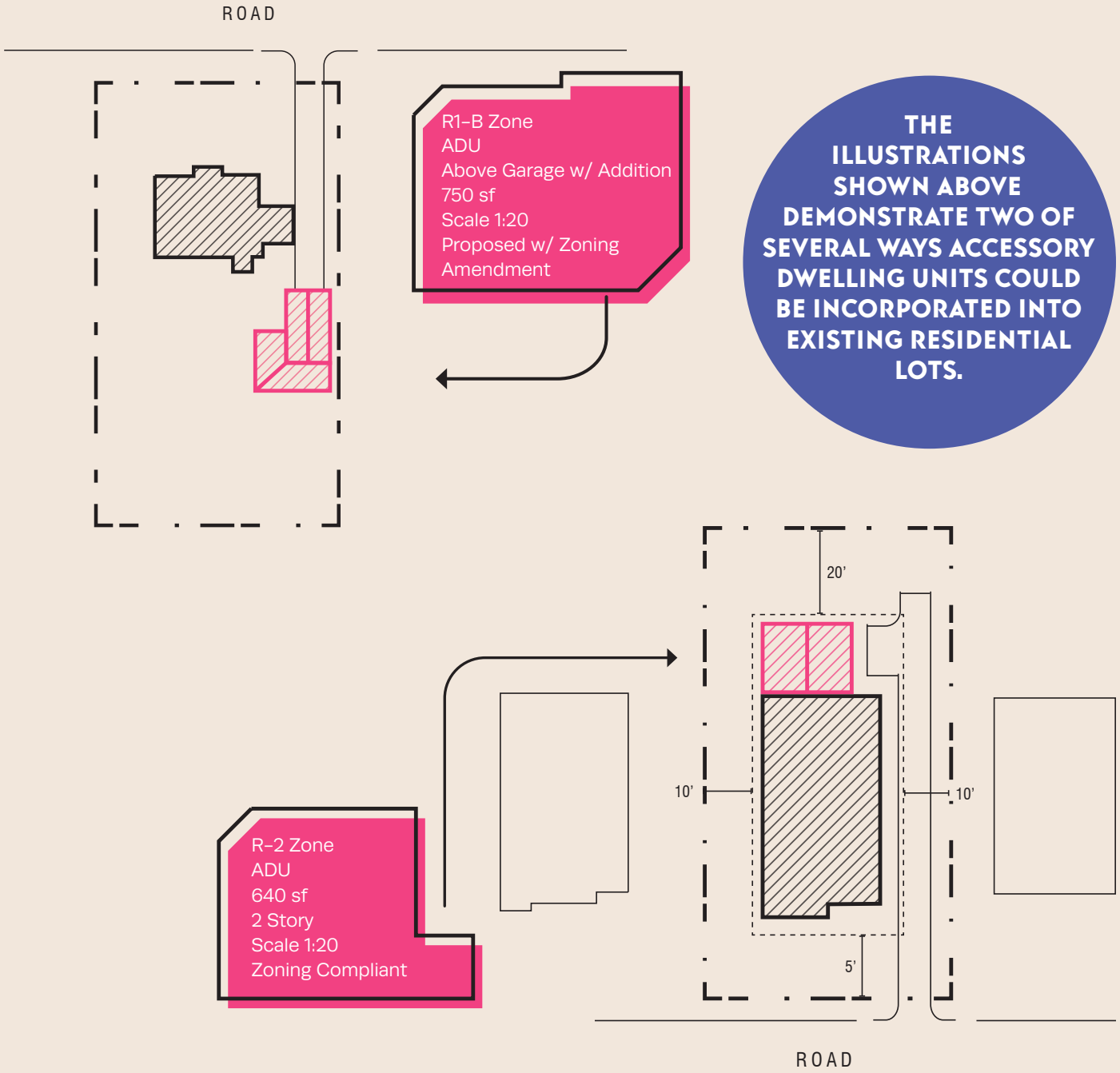
Tiny houses at the edge of a parking lot.

Pocket Neighborhood with tiny houses arranged community green space.

Accessory DWELLING UNITS

Backyard affordable housing partnerships with homeowners. ADUs can be built by Public Private Partnerships in backyards lot at no cost to the owner. In one example the home owner can buy the ADU at cost after five years of use as affordable housing.

Accessory dwelling units (ADUs) are housing units constructed as an attachment to the principal structure or as a detached unit on the same parcel.

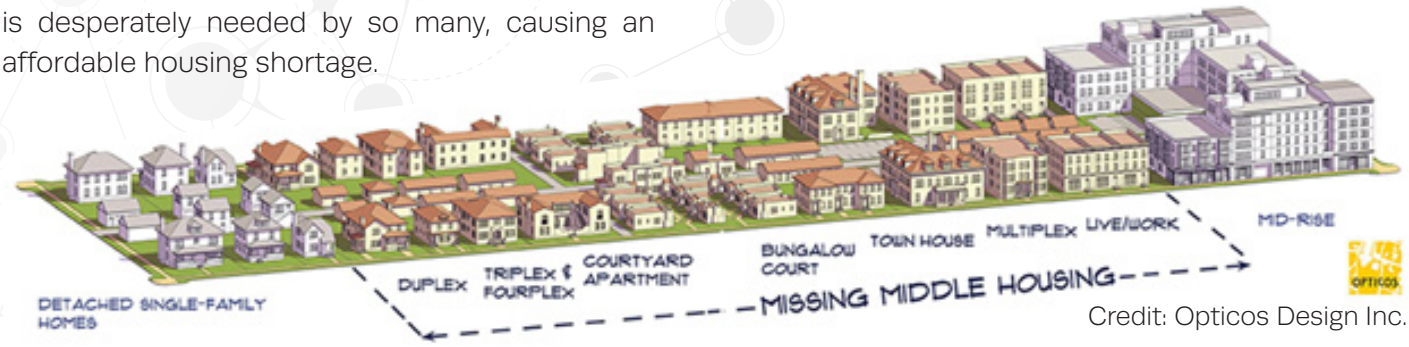


MISSING MIDDLE HOUSING

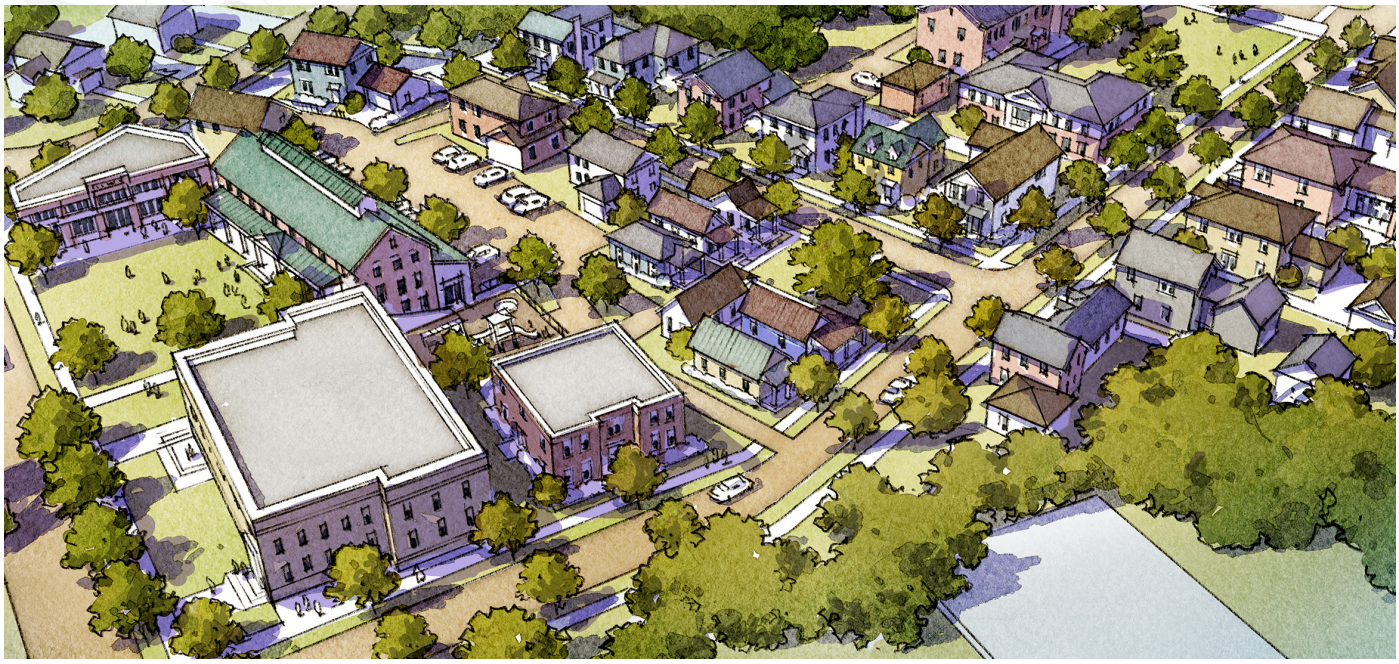
Encourage or Require Missing Middle Housing Types in New Developments

Cities tend to focus on providing affordable housing to those with the greatest needs. Additionally, while it is true that developers focus on making the maximum return on their investment, zoning regulations and entitlement processes in many cities cause development costs and housing prices to increase. When this happens, a gap is created in the middle of the home price spectrum, leaving those who are not struggling with poverty, but who are also not wealthy, without the ability to find the housing they need. Those in the middle-income bracket will then often buy below their means and occupy affordable housing that is desperately needed by so many, causing an affordable housing shortage.

All new development should be encouraged, or required, to include housing in a broad range of building types and price points, especially those in the "Missing Middle". To facilitate this, zoning ordinances should be updated to allow for a wide range of building types and the approval process should be simplified, and shortened as much as possible, to reduce development costs. These savings should be passed on to the buyers and renters.



Credit: Opticos Design Inc.



Missing Middle Pocket Neighborhood Concept

Missing Middle
HOUSING TYPES

Tiny House

Accessory Dwelling Unit

Duplex

Fourplex

Bungalow Court

Townhouse

Multiplex

Live/Work

ADDRESS HOMELESSNESS

Encouraging the development of housing options that fit the needs of all residents remains a goal of the City. This goal must incorporate solutions for aiding and housing a growing homeless population. Like many urban communities, Manchester has had to prioritize the short-term and immediate solutions for providing homeless individuals with shelter and safety, but it must also be proactive and work to mitigate the causes of homelessness. Homelessness stems from a variety of physical, psychological, and socio-economic factors. Therefore, people experiencing homelessness need a variety of aid available that can be tailored to them. Homelessness affects not just those experiencing it, but the surrounding community as well. Investing in prevention and rehabilitation will not just help individuals, but will uplift residential areas, schools, and businesses. The Mayor convened a Homelessness Task Force in 2019 to address critical issues facing the homeless population in Manchester. The City should continue to implement recommendations of the four subcommittees of the Mayor's Homelessness Task Force:

The Housing and Sector Capacity Subcommittee

- **Expand Housing Opportunities:** Create affordable housing units throughout the City. The investment of four million dollars each year over five years is needed to create an additional 100 housing units. This cost would also provide integrated support systems to encourage successful community partnerships.
- **Identify Funding Sources to Expand Housing:** Identify underutilized funding sources to include local, state and federal opportunities. Explore nontraditional funding sources such as donations of buildings and land to utilize for housing units.
- **Coordinate City Resources:** Identify City-owned available land or buildings that could be repurposed for housing. Provide business and property owners with City related incentives to encourage low income developments.
- **Shelter and Housing Improvements:** Continue to develop, expand and improve upon existing agencies and programs to further provide shelter, temporary housing, or transitional housing for the various segments of homeless from teens, single females/ males, SUD individuals, mental health patients, and families.

Homeless Encampment in Manchester

14.9%

OF THE POPULATION LIVES BELOW THE POVERTY LINE

MORE THAN 50% OF KNOWN HOMELESS STUDENTS ARE OF ELEMENTARY SCHOOL AGE, ACCORDING TO THE MANCHESTER HEALTH DEPARTMENT. (HEALTH NEEDS ASSESSMENT, JUNE 2019)

The Panhandling Subcommittee

- **Conduct a "Good Change" Marketing Campaign:** The Greater Manchester Chamber of Commerce and Intown Manchester should implement a new marketing and messaging campaign that aims to educate the public on panhandling and the importance of giving to causes and organizations that provide services to the homeless rather than giving directly to those panhandling.
- **Improve Stakeholder Communication and Coordination:** Regular communication and strong collaboration by downtown business owners, municipal officials, nonprofit agencies, and community members is essential to achieving progress. This collaboration must entail a shared understanding of goals, expectations, and metrics of success.
- **Amplify Manchester Police Department's Community Policing Efforts:** Increased community policing activity during spring and summer months has been positively received in recent years. By partnering more closely with MPD, we can amplify the impact of these efforts.
- **Improve Lighting and Beautification:** Identify new opportunities to improve the aesthetics of downtown as a way to enhance the public's perception of downtown as a safe, inviting environment.
- **Create a Panhandling to Jobs Program:** Through partnership with existing organizations offering various employment training and placement programs, develop a specific "Panhandling to Jobs" program for Manchester modeled after similar successful programs nationwide.

The Homelessness Outreach and Services Subcommittee

- **Increase and Coordinate Outreach Efforts:** Consistent, coordinated efforts are needed to provide outreach to the City's homeless population. The subcommittee identified the need for a coordinator position that would lead a team of outreach workers and be responsible for the collection of data. Additionally, this coordinator would serve as a liaison between City departments, non-profit agencies and the community at large. The coordinator would manage the five additional outreach workers that would provide more on street presence to the community and provide individuals with direct resources. Five additional outreach workers are needed to effectively meet the City's needs.
- **Expand Employment Opportunities:** Better utilize current employability services that exist in the Greater Manchester area and build a more robust employment stability program. This program would work with employees to address barriers to success (i.e. childcare, transportation). The program also would work with employers to help address challenges around gaining and maintaining employment.

Credit: CNN

- **Develop a Resource Center:** Centrally located resource center that would provide a communication center, lockers, variety of services and educational opportunities. This hub would be a safe, trauma informed center that individuals would be able to access for basic needs.

- **Create Community Jobs for the Homeless:** The City of Albuquerque, NM created the "There's a Better Way" Program. In this program the City partnered with a local church to create an extremely successful jobs program. The City provided the jobs such as road cleanup, landscaping etc., and the church managed the program and provided services and meals to the participants. Since it started in September of 2015, the program has provided 6,666 jobs. Participants are paid one dollar more than the minimum wage for their work and are picked up in the City's shuttle. This type of innovative partnerships could work well in Manchester and should be studied for its applicability.

The Homelessness Prevention Subcommittee

- **Utilize Technology and Data-Driven Solutions for Early Identification of those At-Risk for Homelessness:** Create a comprehensive, real-time, by-name data collection tool that would accurately define the extent of homelessness in the City, allow for more tailored solutions for individuals and provide a data-driven strategy for housing investment. The tool would also be utilized to track services and individuals to prove a consistent measurement device to monitor the health of the community. Early identification and early intervention could be implemented by utilizing this data. Consider becoming a "Built For Zero" Community (https://www.joinbuiltforzero.org).

- **Create a Stigma Reducing Campaign:** This campaign would differ from the campaign initiated by the panhandling subcommittee. It would provide a consistent definition of the term, homeless. This definition would then be used across all departments and City-wide correspondence. A public service component would include reasons why individuals become homeless, early warning sign indicators and available community resources.

- **Integrate Upstream Community Care Coordination:** Upstream integration within the Manchester Continuum of Care will bolster prevention efforts. This includes a more formal connection to community health workers and social workers who are currently collocated in easily-accessible sites such as schools, neighborhood centers, faith institutions, workplaces and emergency rooms, where people are seeking assistance for basic problem-solving needs. The emphasis would be on addressing the social determinants of health before crisis or homelessness occurs.

Families In Transition – New Horizons staff hosting a house meeting with New Horizons participants.

Innovation In ECONOMICS

1. WORKSPACE
2. SPECIALTY FOODS
3. RETAIL
4. ART

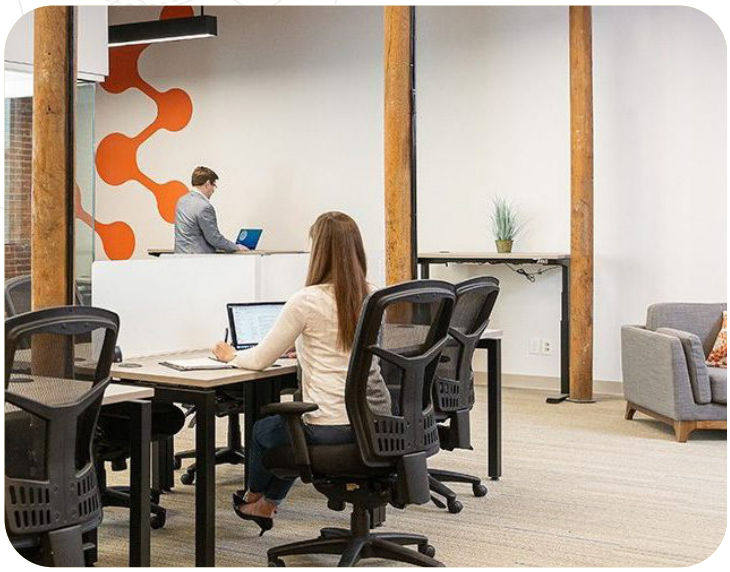
Studio
550
ARTCENTER
handmade gifts & classes
ART
CENTER
OPEN
"You Time"
Starting
Soon
Childrens-Teen-Adult
Art Classes
for beginner-advanced
·Pottery
·Painting
Stained Glass
·Drawing
Check out our website for
details 550arts.com

1 Workspace

ENCOURAGE AND SUPPORT DEVELOPMENT OF CREATIVE SPACES.

Creative spaces, such as co-working spaces, accelerators, makerspace, and hybrid concepts, are thriving in the United States. These spaces are expected to continue growing as businesses and entrepreneurs rethink the traditional work environment. The Manchester market has a makerspace, Manchester Makerspace, and coworking space, WBC Office Suites, Red Oak Coworking Offices, Cooperative Office, Game Assembly (for gaming development), and Spark Offices. All are located in downtown Manchester. The demand is fueled by the combination of the following:

- Independent entrepreneurs who desire flexible space;
- Emerging young professionals, especially those attracted by the existing technology and innovation companies, and
- A strong healthcare market that may spur interest in entrepreneurial opportunities serving the medical community of Manchester.



Coworking facilities in cities and towns across the U.S. offer a variety of spaces for collaborating with teams or working independently.

Types of CREATIVE SPACES

Regional Examples

Cloudport CoWorking, Think Tank Coworking, and Peloton Labs in Portland, ME

Sprout CoWorking and The Design Office (design focused) in Providence, RI

Hatch Entrepreneurial Center in Providence, RI

Vermont Center for Emerging Technologies in Burlington, VT

reSET in Hartford, CT

Creative spaces have moved from what some might consider a fad into a full-blown national trend with astonishing growth over the last five years. Manchester has an opportunity to capitalize on this growth while fostering an environment of innovation in the community. It is important to understand how each of these spaces works, as semantics can sometimes get in the way of truly grasping the purpose of these new models. It is also important to note that, although their definitions are provided below, the fluidity within which they can function in a space is as creative as the very ideas themselves.

Coworking Spaces provide spaces for individuals or small companies to work in a shared environment. Companies can interact with one another in informal ways, form collaborations, or share the creative atmosphere. Coworking spaces may host events and activities but rarely provide formal business coaching.

Accelerator/Entrepreneurial Spaces offer a structured way to graduate companies, often within a specified period. These spaces may have a higher education partner helping to cultivate and coach a business toward success. In other examples, accelerator spaces receive significant support from venture capital, educational institutions, and economic development partners to provide a support framework. The goal of an accelerator is to "spin out" successful ventures. These spaces tend to gravitate around "like businesses" that have collaborative capabilities.

Makerspaces are physical locations where people gather to share resources and knowledge. Unlike the spaces described above, makerspaces focus on projects and fabrication. Consequently, makerspaces provide tools and facilities for the makers. While experts or university-affiliated advisors may be available, makers frequently get help from other users. These spaces began to be associated with engineering, fabrication, computer science, and graphic design. Many makerspaces have higher education partnerships that desire to create an informal combination of lab, shop, and conference room. Frequently, 3-D printers, manual tools, and classroom spaces are associated with a makerspace. Even local libraries are offering makerspaces and camps for children.

2 Specialty Foods

ENCOURAGE FOOD HALLS IN CONJUNCTION WITH CREATIVE SPACES, ESPECIALLY IN DOWNTOWN AND OTHER MIXED-USE ENVIRONMENTS.

Food Halls are a growing trend nationally and combine the experience of a farmers market with dining. Often located in renovated buildings, food halls offer spaces for food vendors, bars, and specialty food shops. Many food halls have a retail component.

- The Pizitz in Birmingham, Alabama, is located in a renovated department store. The upper floors have been converted to residential condos and the ground floor features 14 food stalls, a full-service restaurant, a bar, three retail spaces, and a co-working space. The Pizitz has an outdoor garden that features yoga, movies, and special concerts.
- St. Roch Market in the Bywater District of New Orleans is a former farmers market that has been converted into a food hall. Self-styled as a "destination for the culinary curious," St. Roch Market features 12 vendors. It is highly focused on entrepreneurial development. St. Roch is also a de-facto community gathering place with a weekly game night and an adjoining farmers market.
- Plant City in Providence is a smaller focused concept on plant-based products. As a food hall, it is highly targeted and driven by a private investor.

For Manchester, a food hall could be the foundation for a broader concept capturing the gap in specialty food, expanding the destination appeal of downtown, incubating entrepreneurs, welcoming families, and becoming an inviting place for visitors.

VIKING HAS COOKING SCHOOLS IN GREENWOOD, MS AND ATLANTIC CITY, NJ.

THE COMBINATION OF FOOD HALLS AND CREATIVE SPACES ARE SHAPING THE WORKPLACES OF THE FUTURE.

ENCOURAGE THE EXPANSION OF FOOD HALLS INTO A BROADER CONCEPT: COMMERCIAL/ DISPLAY KITCHENS.

The concept of a Food Hall could be expanded into a broader concept. Cooking Matters is a national program that empowers families at risk of hunger with the skills, knowledge, and confidence to prepare healthy and affordable meals. Cooking Matters brings together local culinary and nutrition experts, as well as the Nutrition Connections Staff from UNH Cooperative Extension and enthusiastic volunteers, to lead hands-on courses that give participants the know-how to select tasty and low-cost ingredients, stretch them across multiple meals, and use healthy cooking techniques and recipes that help them provide the best nourishment possible to their families (Source: Nhfoodbank.org). Alternately (or additionally), display kitchens and cooking schools offer food-based "experiential retail."

PROMOTE THE COMBINED CONCEPT.

Manchester should consider partnering with Culinary Medicine programs (one exists at Dartmouth-Hitchcock) or the curriculum of local schools and colleges. Of particular importance is the concept of incorporating youth into these efforts.

3 Retail

Specialty retail has a strong opportunity here and that opportunity is downtown.

PAVE THE WAY FOR SPECIALTY RETAIL SUCCESS.

Specialty retail has been identified as a strong need for downtown Manchester. There are several ways to create a cluster of specialty retail through micro-spaces. These can occur as an "emporium" or market concept or could be separate units in creative spaces. Some examples to explore are:

- The Arcade Providence in downtown Providence, RI, which is an award-winning renovation that incorporates micro-residential space (250-800 square feet) over a micro-retail center.

A disaggregated approach to micro-retail is another approach to enhance specialty shopping. Manchester may consider a container park or small space retail incubator. The downtown container park in Las Vegas, NV embarked on this trend bucking the tradition of multi-million-dollar chain store development to create a place for independent small merchants.

Finally, Manchester should consider a competitive program for key spaces for pop up retail, a retail business plan competition through partners, and special funding for targeted retail in downtown.

The Arcade Providence in downtown Providence, RI

The Boxyard in Tulsa, OK is constructed of shipping containers that "endured years of international travel" before being repurposed for specialty retail, restaurants, and a rooftop bar. (Source: tulsaboxyard.com)

The Container Park in downtown Las Vegas, NV

3320
3330
WE
HANDMADE

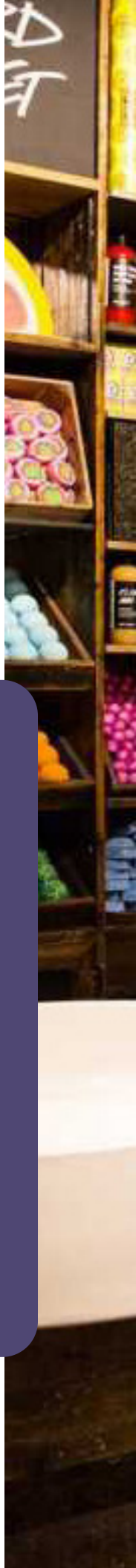
3 Retail

TRANSITION TO EXPERIENTIAL SHOPPING.

Manchester attracts $1 billion in retail sales per year. It is a retail powerhouse. Catering to a different market, South Willow Street and Mall retail will continue to accommodate region serving commercial tenants that are not well-suited for Downtown. There is room for growth at the Mall of New Hampshire that will focus on franchise restaurants and stores not presently in the Manchester market.

Changes in retail environments are being made with an awareness of the shifts in shopping behaviors. With e-commerce on the rise, almost 15% of all holiday purchases in 2019 were made online, according to a report from Mastercard (Source: Mastercard Economics Institute). To compete with online sales, retailers need to be part of an experience. Amenitized outdoor spaces incorporated into traditional shopping malls enhance the experience for shoppers. Some are being reinvented to become entertainment destinations. Mall expansions and partial redevelopments allow for formula-based retailers and restaurants to enter the market while making the shopping center a more inviting space.

"LIFESTYLE CENTERS" ARE HELPING TRADITIONAL MALLS MAINTAIN DESIRED LEVELS OF FOOT TRAFFIC. DRAWN TO THE AMENITIZED OUTDOOR AREAS INCORPORATED INTO REDESIGNED SPACES, PATRONS ENJOY RELAXING BREAKS BETWEEN DINING AND SHOPPING.



HAVING A LITTLE LUSH

4 Art

The City can continue cultivating a culture of support for various forms of art, foster connections that help bolster the City's identity as an arts community, and, in doing so, increase the economic benefits of the art industry to the community.

SUPPORT THE CREATIVE ARTS ECONOMY.

The arts contributed $763.6 billion to the U.S. economy in 2015, four times more than the agricultural sector and outpacing the transportation and warehousing industries as well. This fast-growing and diverse sector includes not only visual arts, sculpture, and theater that we might traditionally think of as "the arts," but also web publishing, television and movie production, design, and architectural services. Within the state of New Hampshire, the arts contribute over $2.3 billion, or 3.1% of the state's economy annually, and employ more than 20,000 people (Source: New Hampshire State Council on the Arts).

In addition to pure numbers, an economy rich in the arts brings several advantages to the cities and regions that nurture them. Artists are 3.5 times more likely than the average U.S. worker to be self-employed. This kind of entrepreneurship can launch small businesses that then create employment for others. Those who do not work for themselves are in high demand as employees elsewhere: 97% of U.S. employers say creativity is an important consideration in making new hires, yet 85% of employers looking to hire creatives struggle to find qualified applicants.

An arts-rich economy also benefits the City as a whole. Cities that embrace creative placemaking see Gross Domestic Product (GDP) growth, as do those with high levels of community attachment, which an arts-focused identity can nurture. The presence of arts districts has also been shown to drive innovation in a city's other industries and is associated with higher numbers of patents city-wide. In addition, cities with thriving creative arts economies boost their tourism prospects. Most American travelers report participating in cultural activities while travelling, and cultural travelers spend more than other types of travelers – pumping an additional $500 per trip into the destination's local economy on average – and they take more trips as well.

September 23, 2017 Art Jam Bridge-fest took place on the Bridge Street Bridge bringing together dozens of local artists, performers and musicians in common cause to raise awareness and money for organizations in the community working to address issues of addiction.

Over three thousand people gathered for the event and enjoyed a sun splashed day of music from sixteen different bands, food trucks, local artists and so much more.

4 Art

Art & Music Education

While the Institute of Art and Design at New England, the Currier Museum of Art, and the Manchester Community Music School make education on arts and culture accessible to the community, these entities could partner with the City to increase art in public education. Art education helps students improve their academic performance and expand creativity, which is of growing importance in the workplace.

Arts & Cultural Activities

Fairs and festivals help celebrate and increase exposure to art and culture. The City should continue to support the events that are programmed annually, such as the Taco Tour and Glendi which are just two of the many festivals. The City should encourage other festivals to broaden the range of types.

Collaborate to offer a Complete Art Experience

Art and cultural programs can have a more significant impact when various organizations collaborate and share in marketing efforts to promote Manchester as a destination for the arts. In cooperation with local businesses, participating organizations can help boost the economic benefits by creating a series of activities that encourage tourism with day-, weekend-, or week-long visits to the City.

The Monster Hunt, organized by Studio 550, is a good example of this. It is a family friendly event encourages people to explore all that Manchester has to offer while searching for 100 small red clay monsters hidden around downtown. Studio 550 also offers other activities during the event and partners with businesses to provide something to anyone who finds a monster. (Source Website: Studio 550).

A guide/map created by the City and its partners should promote the cultural district as well as the full array of art-related experiences offered around the City, and include a self-guided tour to public art displays. The City of Minneapolis has done this in partnership with a Minnesota Public Radio (MPR). The walking and driving tour options feature public art accompanied by "a series of stories, in the words of the artists." This tour information should be available online as well as a downloadable PDF.

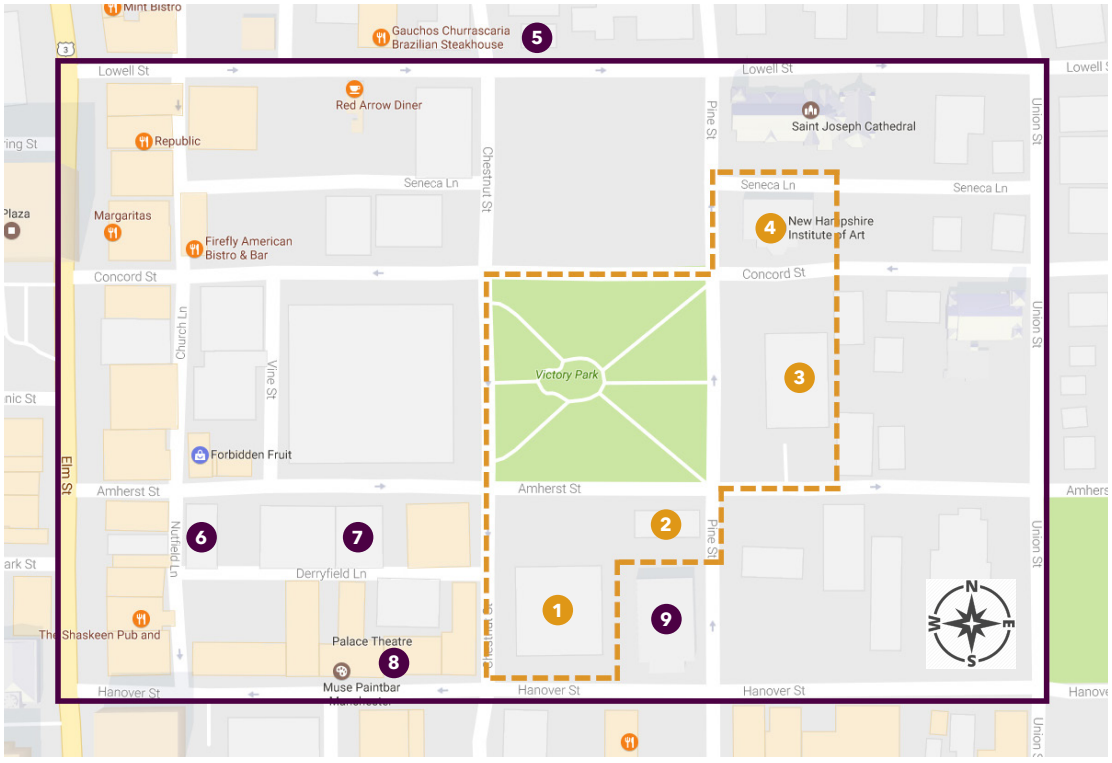
Reinforce the Cultural District as the Heart of Art

Having designated a cultural district in Downtown, the City should reinforce this area as the "heart of art." The concentration of arts and culture in this part of the City makes it an ideal place where all art– and culture–related experiences start and end. Anchors, such as the Rex and Palace Theaters and the Currier and Millyard Museums, can serve as the points of origin for promoted series of activities. Like the tours of the Wright–designed homes that begin at the main entrance of the Currier Museum of Art, guided tours of public art, architecture, history could embark from a designated location that increases visitors' exposure to the City's art.

Plan for the Arts

Prepare an art master plan for the City that defines opportunities for additions to the existing public art displays (murals, sculptures, etc.), venues (art galleries, a downtown movie theatre, etc.), and events. This master plan should address funding to create incentives for artists; support programming, especially efforts to bolster art promotion and tourism; and establish a grant program to enable private investors to create spaces and venues devoted to the visual and performing arts.

MANCHESTER CULTURAL DISTRICT BOUNDARIES



VICTORY PARK HISTORIC DISTRICT

1. Former U.S. Post Office
2. Manchester Historic Association
3. Carpenter Memorial Library
4. NHIA, French Hall

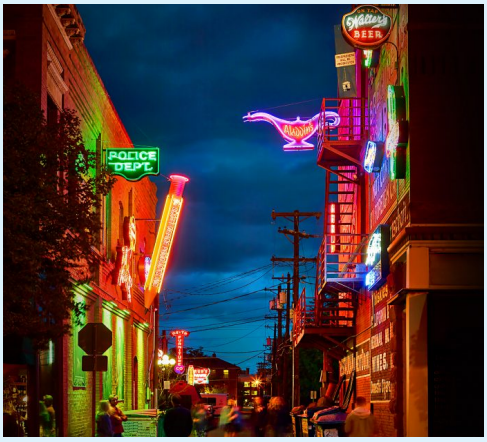
CULTURAL DISTRICT

5. NHIA, Lowell Hall
6. Old Sol Music Hall
7. NHIA, Williams Hall
8. Palace Theatre
9. NHIA, Fuller Hall

Case Study: PUEBLO, COLORADO

The City of Pueblo, Colorado is similarly-sized to Manchester, and has a vibrant arts economy supported by the Pueblo Arts Alliance, a partnership between artists and local government, the business community, colleges and universities. The Pueblo Creative Corridor is focused around three historic city centers. Each is walkable and features street art, cafes, and shops alongside art galleries, theaters, music venues, and other art-focused businesses and nonprofit organizations.

In addition to organizing events like First Friday Art Walks and 5th Friday Open Studios and promoting the current arts resources in Pueblo, the Arts Alliance also nurtures the future of the City's creative economy. One important support is affordable studio space at the Arts Alliance Studios, an incubator which currently houses nearly 20 creative businesses ranging from printmaking, film, marketing, video, creative writing, and visual arts.



One of the galleries in the flexible space inside the Arts Alliance Studios; The Buell Children's Museum, recognized as the second best children's museum for art in the nation by Child Magazine, inspires the arts entrepreneurs of the future; Neon Alley, a major draw to the Creative Corridor, features over 100 vintage and custom neon artworks.

Credit: OrbitGroup

INNOVATION IN Promotion of the City

Manchester is the employment hub of New Hampshire with 68,100 jobs. This number represents one in every 10 jobs for the entire state of New Hampshire. Each day 46,900 people travel into Manchester from surrounding areas to work, making the City the region's hub for employment. (Source: US Census On the Map)

Manchester's economic base is diverse. As a regional medical center, medical jobs represent nearly 19% of employment in Manchester. The City is a retail, dining, and meeting destination with 21% of the jobs in the retail services, accommodations, and the dining sector. Education represents 13% of the overall jobs, while professional, finance, real estate, banking, and management represent 31% of all jobs. (Source: US Census On the Map)

The City's role as the commercial and employment hub of New Hampshire and its proximity to the Boston metropolitan area continue to make for a thriving business climate that has reinvented itself over the past decades from a traditional manufacturing role.

From an organizational standpoint, there are several groups involved in economic development activities in Manchester. These include the following:

- The Greater Manchester Chamber of Commerce that serves as the region's business organization.
- Intown Manchester that promotes a clean, safe, and active downtown district.
- Manchester Connects is a grass roots advocacy and planning group seeking to better connect the City's riverfront with downtown and advance placemaking in the City.
- Manchester Proud which is promoting a robust public education system in the City.
- City of Manchester Economic Development, which is an office under the Mayor of the City.

REDEFINE THE ECONOMIC DEVELOPMENT DEPARTMENT OF THE CITY.

The City of Manchester depends on the business climate's energy to maintain its role as a regional employment center and generate a stable tax base. This Plan represents a singular opportunity to reimagine how economic development functions work. The following suggestions present preliminary recommendations and a conceptual structure of a new Economic Development Partnership for Manchester. Initial steps should include the following:

Convene a task force for Economic Development. This task force should unite the various groups advocating for a more robust business climate in Manchester. Many organizations are working to advance the cause of economic vitality and placemaking in the City, but there is no central "guiding mission" for all economic development initiatives.

Create a consistent economic development and community identity for Manchester. The City's image is inconsistent among groups. Economic development data is scattered among sites, and each group has separate and uncoordinated identities as they relate to their roles in promoting a healthy economic climate for Manchester.

Reinvigorate a City of Manchester Economic Development Office. The City's role in executing public–private partnerships, retaining a strong presence with economic development groups, and maintaining a vibrant downtown is contingent on an office that can serve to partner, coordinate, and in some cases act as an umbrella for economic development functions.

EXPLORE THE CREATION OF A DESTINATION MARKETING ORGANIZATION AS PART OF ECONOMIC DEVELOPMENT.

The City would benefit from a destination marketing organization (a.k.a. convention & visitor bureaus). A destination marketing organization would help promote and market the City's local attractions and transportation options, retail stores, restaurants, events & more.

The primary long–term objective is to attract Manchester visitors and develop a strong economy due to increased tourism to the City.

Such an organization could reside within the economic development organization envisioned on page 149 and be responsible for deploying a consistent visitor brand for a city that is the most suitable convention location in the state.

PURSUE DEDICATED FUNDING FOR A DESTINATION MARKETING ORGANIZATION.

New Hampshire is one of the few states that does not permit a local option lodging tax for municipalities. The state levies a 9% tax on hotel rooms and distributes a portion of that revenue to localities based on a per-capita formula. Over time, this portion has diminished as the state has kept the state levy to fund state initiatives.

The New Hampshire Municipal Association has been actively pursuing a bill that would allow localities to levy a $2 per night hotel tax. This bill passed the New Hampshire House of Representatives in 2019 and was tabled in the Senate. Such a levy would allow localities to directly fund tourism and promotion initiatives on a tax that would not impact local residents. Most states require that local funds generated from these revenues be allocated toward tourism promotion. Manchester should continue to monitor this legislation as it would present a dedicated stream of revenue to fund a Destination Marketing Organization.

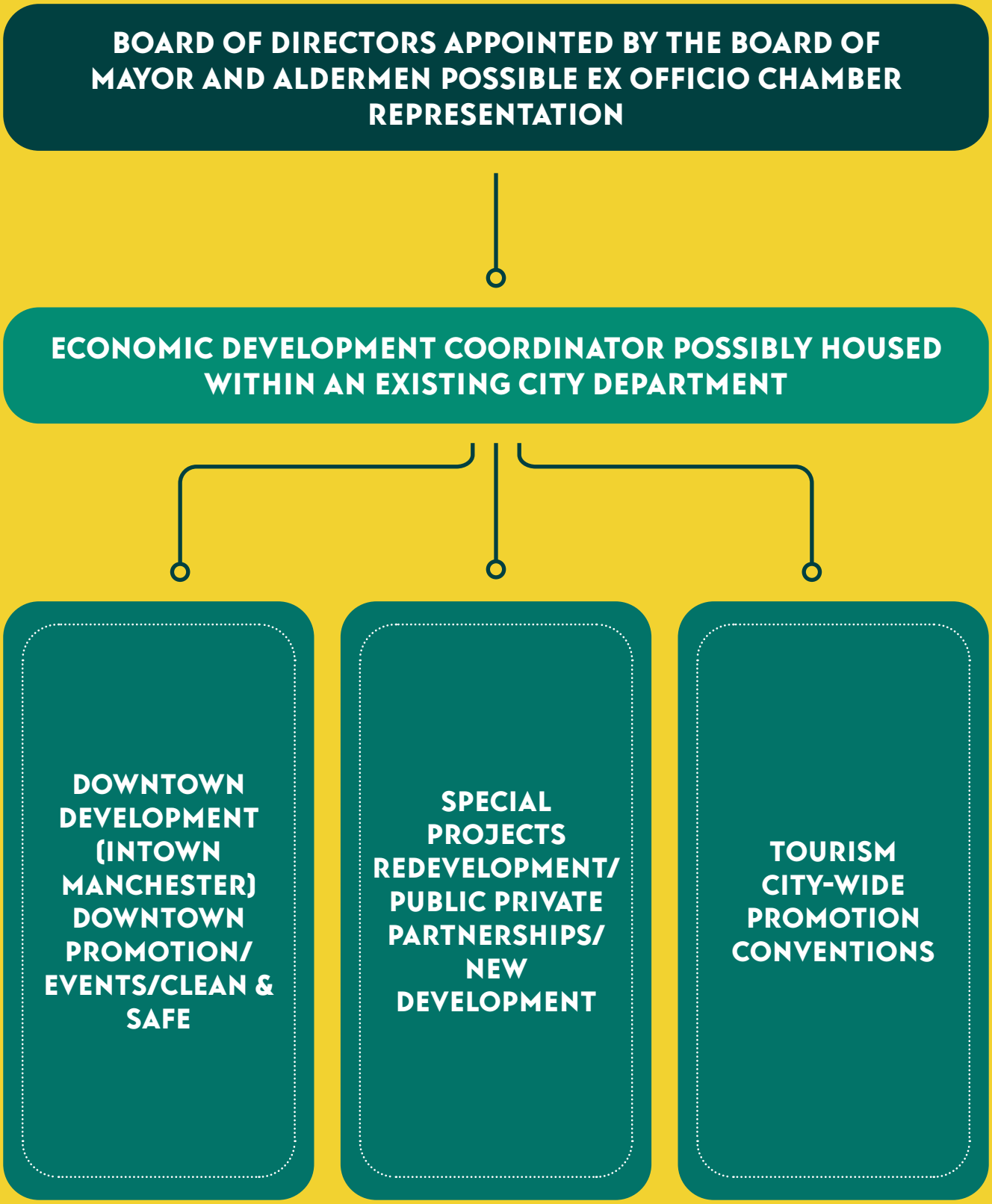
Conceptual Structure of AN ECONOMIC DEVELOPMENT PARTNERSHIP

Ideally, Manchester should contemplate a unified economic development effort that would avoid the fractured approach taken by many communities. A conceptual structure could look as follows:

This model would allow for existing organizations such as Intown Manchester to be part of a larger group that would seamlessly coordinate with city-wide tourism, special projects, development, and public private partnerships.

The Board of Directors could be under the Manchester Development Corporation, but the MDC would need to be broadened to include the functions listed in the conceptual structure diagram.

There are many models to follow to create a strong economic development entity. The City should explore the City of Lancaster, Pennsylvania's Lancaster City Alliance. Their Economic Development Strategic Plan represents a unified effort to focus on downtown vibrancy, housing issues, regional partnerships, and promotion of small business and entrepreneurship.


BOARD OF DIRECTORS APPOINTED BY THE BOARD OF MAYOR AND ALDERMEN POSSIBLE EX OFFICIO CHAMBER REPRESENTATION
ECONOMIC DEVELOPMENT COORDINATOR POSSIBLY HOUSED WITHIN AN EXISTING CITY DEPARTMENT
DOWNTOWN DEVELOPMENT (INTOWN MANCHESTER) DOWNTOWN PROMOTION/ EVENTS/CLEAN & SAFE
SPECIAL PROJECTS REDEVELOPMENT/ PUBLIC PRIVATE PARTNERSHIPS/ NEW DEVELOPMENT
TOURISM CITY-WIDE PROMOTION CONVENTIONS

INNOVATION IN
The Image of the City

CONDUCT A BRANDING STUDY AND DEVELOP AND IMPLEMENT A CONSISTENT BRAND SYSTEM.

Manchester needs to unite around a brand that conveys confidence, optimism, and commitment. A community brand is a promise a place makes with its people. More than a way to attract tourists, more than an economic development tool, a strong community brand fosters civic pride, creates consistency, and reflects the values of a place. More practically, a brand can become an efficient way to have consistency saving money on printing costs, design, and marketing. This would be particularly effective in Manchester, where many community functions lie within or are aligned with the City. In no way would a brand replace EVERY logo in a community. However, a consistent brand system can evolve to create a solid feel for a place enhancing its value to residents, visitors, and investors.

MANCHESTER, NH
New Hampshire's Business Capital

MANCHESTER CONNECTS

manchester proud
championing student success.

Manchester-Boston REGIONAL AIRPORT

manchester transit

My MANCHESTER
Our City. Our Region. Our Future.

INTOWN MANCHESTER

MSD
Manchester School District

GREATER MANCHESTER CHAMBER

More than 10 organizations operating in Manchester each have a unique identity, which draws attention to how disconnected these groups are.

Case Study:
KENT WASHINGTON

Visit Kent launched a new brand, which is consistently reflected in all of the promotional materials and embraced by the many partner organizations who are working to bolster tourism in this City.

Kent DOWNTOWN PARTNERSHIP

Kent WASHINGTON *Bringing the World Home*

CARRY BRANDING INTO THE PUBLIC REALM.

Make an entrance! Gateways and corridors should welcome visitors to the City. More than signs, gateway features can make a statement about the place, its people, and its opportunities. Points of entry into Manchester and its Downtown and key routes through the City can be thoughtfully designed— or redesigned—to ensure the City's image is conveyed.

GATEWAYS & CORRIDOR IMPROVEMENTS

The gateways' physical demarcation should send a visual signal to visitors entering the City or a special place within. More than a sign, a gateway feature should create a positive and welcoming sense of arrival for those crossing the transition point. Physical improvements to the designated entrances can consist of structural, artistic elements selected to reflect the City's identity and offer a glimpse into Manchester's story. Landscaping and lighting may be among the features of each composition.

Major corridors can be improved to enhance the approaches to various parts of the City. While streetscape and quality landscaping are important, key destinations, such as parks along the way, can also enhance the experience and positively influence people's impressions of the City. Consider the following recommendations to advance efforts to improve important corridors and gateways.

- Examine the locations of the

corridors and gateways identified in the 2009 Master Plan to confirm what should be addressed.

- Develop conceptual plans.
  - For gateways: Evaluate each type in the hierarchy given the scale and attributes of each location and the purpose of each type. The conceptual plans should address the design of features (form and scale), types of materials, and the incorporation of signage, if appropriate. Such concepts can provide a basis for rough cost estimates required to determine a feasible approach to implementation.
  - For corridors: Prepare conceptual plans to define the typical cross-section for each type and the associated streetscape standards. A segment-by-segment inventory should identify the improvements required to upgrade the corridors to meet the standards established. The recommended improvements can provide a basis for rough cost estimates required to determine a feasible approach to implementation.
- Prioritize the corridor and gateway improvements based on feasibility and potential impact. The prioritization will help the City construct a phasing and funding strategy.

While helping visitors navigate around the City, branded wayfinding designed for Sumter, SC also serves as a unifying design element across all public spaces in the City.

Innovation In EXPERIENCE

How visitors experience the City shapes their impressions of the place. How residents experience the City determines their perceptions of their overall well-being. Collectively, the quality of the environment, range of cultural and recreational activities available, and the opportunities for educational, economic, and social growth contribute to the quality of life the community has to offer.

PROTECT MANCHESTER'S AUTHENTICITY.

Creating a sense of place depends largely on preserving or integrating unique features into the future development pattern.

- Build on the inventory and promote the City's assets, which include, but are not limited to, the historic sites, museums, and natural areas, such as Cedar Swamp Preserve. The City can raise awareness through programs, events, wayfinding signage, and public art to bring such assets into the spotlight. By highlighting what is special about the place, the City can help citizens develop a stronger community appreciation. In addition, the City can expand the ways it leverages its assets to attract more visitors and to bring the community together.

INCREASE HISTORIC PRESERVATION EFFORTS.

Historic preservation is essential to protecting Manchester's unique architecture, sights, and the "feel" of the City, even as it works to improve in the future.

- City-wide Demolition Review – The Heritage Commission (HCOMM), using the Heritage Commission Regulations for Historic District Building Permit Applications, is authorized to review and issue Certificates of Approval or Notices of Disapproval for building permit applications within the two districts: Amoskeag Corporation Housing District or the Amoskeag Millyard Historic District Overlays. Building permit applications may be for the construction, alteration, or removal of structures in the districts. To

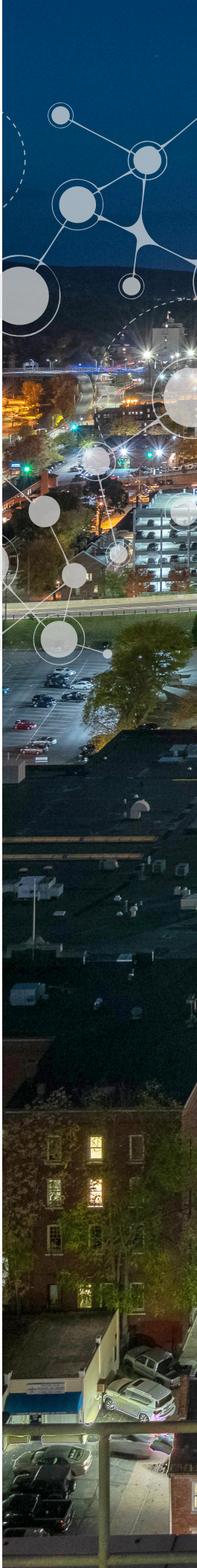


Photo: Karen Bachelder

extend HCOMM's demolition review authority to a larger geography in the City, the City should seek establishment of additional local districts. Clarification of the process, particularly with respect to steps following the denial of a demolition request, should also be considered if desired.

- Catalog and Assess Historic Buildings – Develop an inventory of properties, particularly those that are assumed to have historical value. Through a GIS mapping exercise, develop a database of structures. As budgeting permits, conduct a physical assessment of all structures. Gaining an understanding of current conditions through a detailed assessment would be a critical step in prioritizing buildings for a maintenance program and allocating funds accordingly. The assessment of historic structures should be conducted in adherence to the New Hampshire Division of Historic Resources' procedures for nominating and listing historic properties. In doing so, the City can expedite efforts to designate qualifying structures as historic and register each with the New Hampshire State Register of Historic Places and the National Register of Historic Places.
- Seek assistance from the State to advance historic preservation initiatives.

One of the sculptural stops on the City of Asheville's Urban Trail invites you to stand "inside" it and look out at the neighborhood. The iron shapes then superimpose perfectly onto the existing landscape to show what the neighborhood looked like in Thomas Wolfe's time.

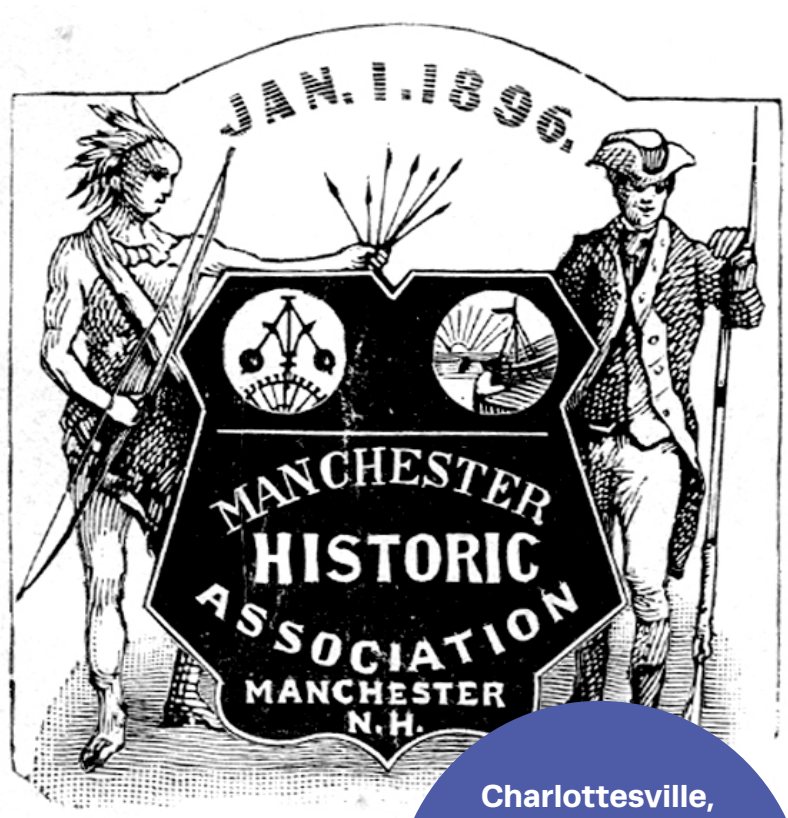
WAUMBEC MILL
RIVERSTONE

- The New Hampshire Division of Historic Resources (NHDHR) has a Certified Local Government (CLG) Program through which participating local governments can receive support in the form of technical assistance, training, and grant funding. The City of Manchester is not currently a participant but could join the group for help in advancing historic preservation initiatives, particularly those identified within this Master Plan and/or by the City's Heritage Commission.

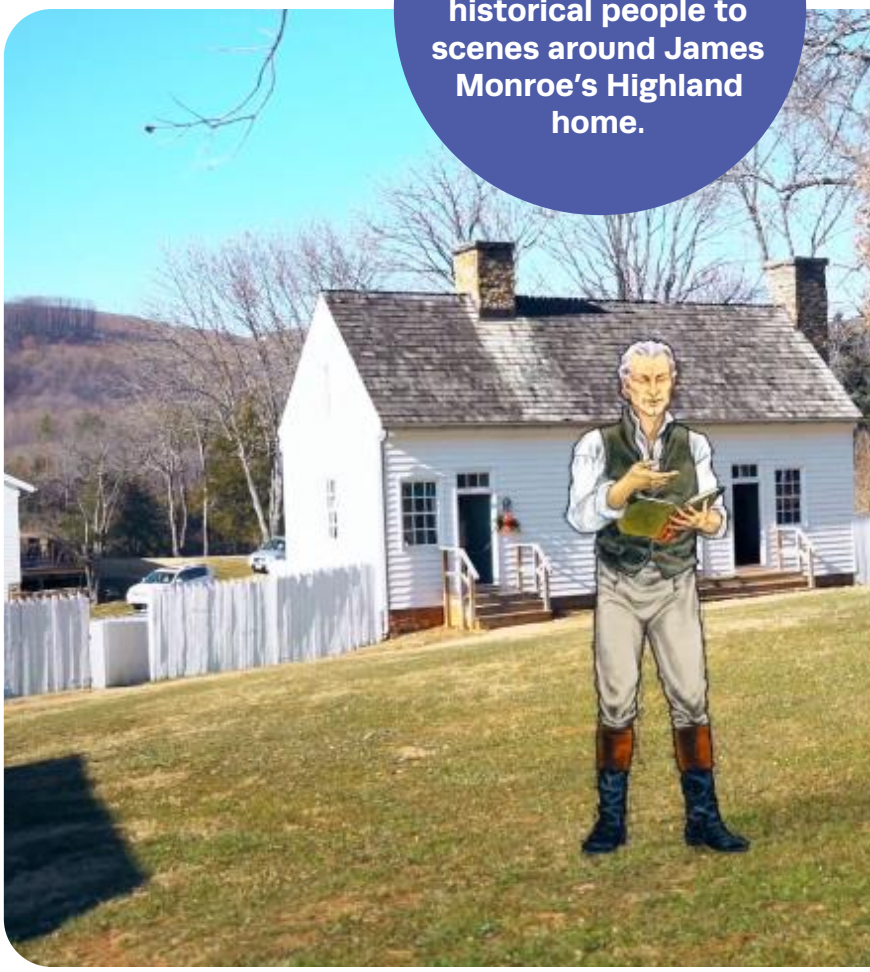
- Raise awareness of the City's many historic and cultural assets.

  - Educational Interpretive Program for Historic Sites – The City should work with HCOMM and other partners to provide interpretive exhibits that showcase important aspects of the City's history, and through a review of historic surveys, select the appropriate locations for installations.

  - Participation in the New Hampshire 5-Year Preservation Plan update (2021–2025). According to NHDHR, the Plan provides "a snapshot of the current status of historic preservation in our state, look back at what's been happening in preservation over the last five years, and look forward with a vision vital to preserving New Hampshire's identity." Participation could help elevate the visibility of the City's assets.



Charlottesville, VA uses AR technology to add historical people to scenes around James Monroe's Highland home.



TELL A GOOD STORY.

Research shows that the most effective and authentic visitor engagement experiences have a few things in common. First, the "storytellers" convey their tales using a few key themes to organize information at specific sites and across towns. They tell that story through easy-to-recognize, consistent signage, and other materials. Finally, they use multi-sensory and participatory visitor activities to make their story come to life. This can include guided tours led by local volunteers and illustrations of former settlements, landscapes, and architecture using augmented reality (AR) technology. Local restaurants and food vendors can get in on the storytelling by serving culturally-inspired dishes and drinks.

USE DIGITAL AND INTERACTIVE TECHNOLOGY TO DRAW PEOPLE IN.

One innovative way to bridge the old—Manchester's rich history—and the new—inspiring technology—is through new technology. Technology allows users to download an application to their smart device and use it to join a virtual tour. By pointing the device's camera, the user will see reality—what's there—as well as "augmentations," which can range from text featuring attention-grabbing facts or historical notes to figures or buildings superimposed on that view. AR is a cost-effective way to share a place's cultural heritage and convey both physical and intangible artifacts to many users. AR can also be used as a form of historic preservation when preserving actual buildings or other impossible features.

"ACCORDING TO AMERICANS FOR THE ARTS' "ARTS & ECONOMIC PROSPERITY III" REPORT, PARKS THAT INCORPORATE LOCAL HERITAGE AND ARTISTS ATTRACT MORE TOURISTS, AND RESIDENTS FEEL A STRONG CONNECTION TO THAT PLACE."

NATIONAL RECREATION AND PARK ASSOCIATION (NRPA)

CELEBRATE HISTORY WITH EVENTS, FESTIVALS, AND ACTIVITIES.

Events that celebrate the history and culture build community pride and, for some, foster a sense of belonging. One of the most effective ways to engage the community in shared experiences is to organize events and activities around anniversaries. Adding a fun challenge, such as a themed 5K race or a scavenger hunt, brings out citizens' competitive spirit. Participants learn something about their city while meeting new people. The experiences are not only memorable, but they also help to build community pride. The City and its partners can sponsor and help organize such events to raise awareness of celebration-worthy milestones.

Support local initiatives to celebrate the City and bring the community together. Many groups throughout the City are already innovating and collaborating on amazing projects. Currently, much of this work is done by Intown Manchester, a nonprofit Business Improvement District that maintains and beautifies downtown and puts on several popular annual events, including the Christmas parade, the Taco Tour, and Summerfest to name a few. Currently, Intown Manchester self-funds from the proceeds from these events and other nonprofit fundraising efforts and through a surtax placed on properties within what the City of Manchester designates the Central Business Service District. The We Are One Festival began in 2013 to share a sense of diversity and support a sense of variety and belonging. It combined the Latino Festival and African/Caribbean Celebration (Source: Manchesterinklink). The City should continue to embrace and support these efforts. It can do so by providing promotion of events via its social media pages, partnering to provide logistical support where appropriate, and loosening design standards that could unnecessarily impede creativity. Ongoing, deep engagement with property owners and business owners, making sure that there is buy-in and a wide range of ideas reflected in any plans affecting Manchester's signature spots.

MHT FIRST IN THE NATION
TROLLEY TOUR/SCAVENGER HUNT
PICK UP & DROP OFF AT THE BOOKERY
SAT Feb. 1st 10am
SUN Feb. 2nd 2pm
TUES Feb. 4th 6pm
THURS Feb. 6th 6pm

The First in the Nation (FITN) series of events that took place in 2020 celebrated New Hampshire's 100th year of being the first state in the country to cast presidential primary ballots. This series is an excellent example of how the community has already implemented events that celebrate its history. A scavenger hunt around town, exhibits about the area's political history, promotions by local businesses, and even a #MHTFITN hashtag were all coordinated to promote the celebration.

THE ART JAM BRIDGE FESTIVAL, DESCRIBED AS "AN EXPLOSION OF COLOR AND CREATIVITY" WITH PAINT, CHALK, GRAFFITI, HORNS, DRUMS AND ALL FORMS OF MUSIC AND DANCE, WAS HELD ON BRIDGE STREET BRIDGE.

Quality OF LIFE

Collectively, factors that contribute to a community's quality of life play a major role in attracting and retaining businesses. Employers view quality of life as a tool for recruiting and keeping talent and therefore will choose to locate and grow businesses where the quality of life is high. Among the factors considered are recreation (access to parks and trails); quality of schools; housing and neighborhood choices; cost and convenience of transportation options; access to shopping, services, amenities and entertainment; aesthetics of architecture and urban design; and authenticity reinforced by public art as well as the preservation of historic and cultural resources.

A 2018 study by Jones Lang Lasalle, indicated quality of life is a key factor in corporate relocation decisions:

"JLL's latest research with The Business of Cities reveals that no longer are a city's economic fundamentals the main draw for corporate occupiers and investors. Instead, quality of life, innovation, sustainability, governance and resilience increasingly factor into location and investment decisions. Cities that adapt to new economic models – such as the innovation economy, experience economy, sharing economy and circular economy – will enjoy new sources of real estate demand and attract higher cross-border investment."

Source: Insidertracking.com

ENHANCE WITH ART.

Whether in the form of banners, sculptures, or murals, public art demonstrates the City's commitment to arts and culture. In addition to enhancing the aesthetic quality of the streets and other public spaces, it helps create a sense of place that is uniquely Manchester. Manchester should support the expansion of the collection of public art throughout the City. The City can curate art through investments in major public facilities, streetscape, public space upgrades; private development and other reserves; improvements to the civic and institutional sites (i.e., City facilities and hospital and college campuses); grassroots efforts; and other mechanisms.

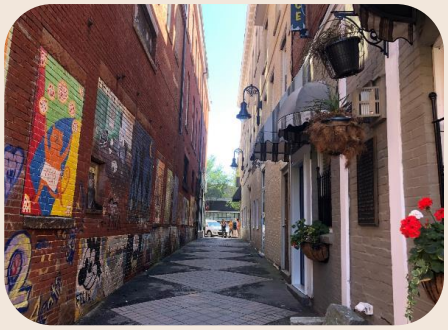
Public Art Master Plan. The Art Commission should play an active role in determining public art selection and placement through planning and implementing a master plan for public art. The Art Commission should also be an advocacy group, encouraging and facilitating the incorporation of art and culture in the residents' daily lives. Such master plans are instrumental in obtaining grants from the National Endowment for the Arts (NEA) and similar agencies.

Small-scale initiatives. Some improvements are already occurring organically. For example, the murals along "Cat Alley" makes the connection from Elm Street to Hampshire Lane an exciting walk. Such artistic enhancements should be encouraged with few limitations to add some personality to the edges of public spaces. As an unexpected break from the repetitive pattern of trees, lighting, and pavement, such private contributions at a very small, site-level scale can help add interest to the streetscape.

Manchester Connects. Build on the work of Manchester Connects, such as The Loop event, an initiative to boost the City's image with art.

A PAINTED UTILITY BOX BY AIMEE COZZA BRIGHTENS THE STREETSCAPE. "THINK OUTSIDE THE BOX" WAS A PUBLIC ART PROJECT THAT TRANSFORMED TWELVE DOWNTOWN TRAFFIC SIGNAL BOXES INTO CANVASES FOR THE ORIGINAL WORK OF THREE LOCAL ARTISTS. (NEFA.ORG)

ACCORDING TO MANCHESTER INK LINK, " 'THE LOOP' IS A MARKED PATHWAY THAT HIGHLIGHTS THE PHYSICAL LINK TO GET FROM ONE DESTINATION TO ANOTHER, AND INCLUDES WAY-FINDING TO HELP NAVIGATE SITES, HISTORY, AND STORIES ALONG THE WAY. IT IS MEANT TO BE A PUBLIC SPACE FOR ARTS, CULTURE, AND PLACEMAKING WHERE THINGS CAN HAPPEN AND PEOPLE CAN GATHER. …THE PATHWAY FEATURES 17 STOPS THROUGHOUT, EACH STOP IS SIGNIFICANT IN MANCHESTER'S CULTURE AND HISTORY. SOME STOPS INCLUDE THE MILL MUSEUM, CITY HALL, WMUR, AND THE GASLIGHT DISTRICT."



INNOVATION IN DESIGN

Monon Greenway Urban Trail.

Source: reasite.com

Focus on the quality
OF THE PUBLIC REALM

Much of what we learn about a place, we learn as we see and experience the spaces that comprise the public realm. Because of this, cities deliberately enhance their public spaces to make a positive and lasting impression. Through design, we can strengthen our existing spaces and create new spaces that tell the many stories of Manchester: the stories that celebrate the City's history and heritage, the stories that build community pride, the stories that strengthen community ties, and the stories that inspire future generations.

- Invest in the public realm and align investments with identity. Create a sense of place in key areas, especially gateways and downtown, reinforcing the brand and the image the City wants to present. These key spaces are ideal locations to use physical elements to make a statement about the City, to tell the story. Something as simple as the choice of public art should be consistent with the brand message.
- Address dilapidated structures, particularly on sites close to the entrances into the City, through code enforcement.
- Support efforts to improve the City. Keeping the environment safe, clean, and welcoming is also key to protecting its vibrancy and energy.

Photo: IBI Group

Create a connected SYSTEM OF PUBLIC SPACES.

Development organized around a system of open space improves the quality of life in a community. In addition to enhancing property values, physical and visual access to open space, particularly that which is well-integrated into the development pattern, can support improvements to the overall health and well-being of the community. The open space system may consist of the public as well as publicly accessible spaces.

- Consider development of a public realm master plan that identifies the variety of types, which can range from natural areas to improved spaces (i.e., formal greens, parks, community gardens, streets, etc.), and the appropriate locations for each.
- Further define the projects for public spaces described in the conceptual plans featured in the Growth and Conservation section.
- In commercial and mixed-use areas, promote the integration of a variety of outdoor spaces designed for the enjoyment and safety of the users. Design standards should require usable open space between or at the fronts of buildings to help create a public realm that is safe, inviting, and designed to support programming as well as informal use. Resulting open space should create a comfortable transition between residential and nonresidential buildings; be located, scaled, designed, and appropriately amenitized for frequent use by residents, workers, and visitors; and serves as an extension of commercial spaces so retail and restaurants can "spill" onto the open space, blurring the lines between private and public space, so spaces are lively and shoppers will want to linger longer.

1. **RIVERWALK**
2. **EAST SIDE PARKS: ARMS PARK AND MILLYARD-CANAL PARK**
3. **ISLANDS OF THE MERRIMACK RIVER**

PRINCIPLES OF THE PUBLIC REALM

Connected

Link destinations with walkways, multi-use paths.

Consistent

Design with patterns, repetition is visually appealing and creates cohesivity.

Varied

Avoid monotony, and introduce an element of surprise.

Scaled

Respect context and intended use(s).

Programmable

Support events, recreation, and socializing.

Engaging

Make it interactive with things to see and do.

Comfortable

Provide landscaping, seating, shade, and moving water (for the cooling effect and white noise).

Safe

Consider lighting and visibility into space.

Unique

Draw attraction to each place by offering something that can't be seen or done anywhere else.

Establish and Implement
STREETSCAPE DESIGN STANDARDS

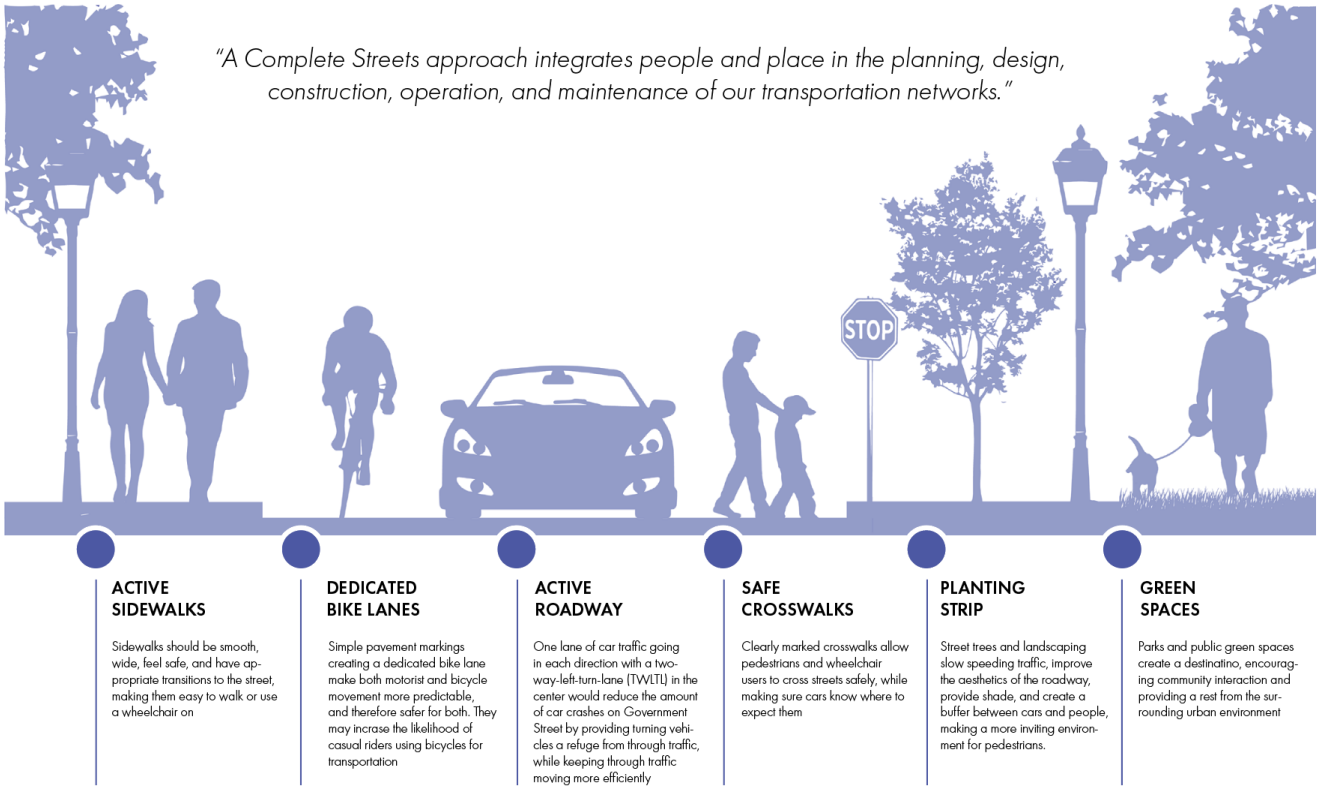
Streetscape defines a community's aesthetic quality, identity, economic activity, and health. When correctly designed, streetscape completes the street by encouraging more pedestrian traffic, improving the overall experience for users, and increasing biodiversity within urban areas. Both established neighborhoods and areas of potential growth in the City could link economic, public health, and environmental goals by adhering to well-planned streetscape design principles. Whether created through new construction or redesign of existing streets, consider the following streetscape elements to ensure the creation of usable public space:

- Street Trees, Plantings, and Furnishings – A consistent pattern of street trees, plantings, and furnishings can be accomplished with a palette of types and equal spacing. Such regularity unifies the street while reinforcing the pedestrian scale and increasing comfort.
- Street Lighting – Lighting can be both street lighting and pedestrian lighting. Proper lighting can make both a more attractive and safer streetscape environment. Standards should be established for both types of lighting and determine when pedestrian lighting is required. The Amoskeag light standard has been used in some areas and is an appropriate standard for the downtown and Millyard. Another standard is required for pedestrian lighting in residential neighborhoods and business areas .
- Hardscape – Pavements, raised planters, and seat walls are among the features that comprise the hardscape. The impact of selected materials on the character of the street should be considered. Like street trees and furnishings, a simple palette and consistent application can increase the visual quality of the street.
- On-street Parking – On-street parking, especially downtown, is essential for optimal access and can serve as a buffer between vehicular and pedestrian traffic. It should be thoughtfully integrated into the streetscape to minimize points of conflict and facilitate safe exiting of vehicles onto adjacent sidewalks. Careful placement should not impede flow in pedestrian crosswalks or loading areas.
- Underground Utilities – Lines should be buried along streets in new construction. While burying lines on existing streets is preferred, the cost to do so can be high. As an alternative, consider relocating poles and lines to the edge of the right-of-way or to the parallel street or alley to minimize visual clutter.

Bump-outs on Canal Street

WHAT IS A COMPLETE STREET?

"A Complete Streets approach integrates people and place in the planning, design, construction, operation, and maintenance of our transportation networks."


STOP
ACTIVE SIDEWALKS
Sidewalks should be smooth, wide, feel safe, and have appropriate transitions to the street, making them easy to walk or use a wheelchair on
DEDICATED BIKE LANES
Simple pavement markings creating a dedicated bike lane make both motorist and bicycle movement more predictable, and therefore safer for both. They may increase the likelihood of casual riders using bicycles for transportation
ACTIVE ROADWAY
One lane of car traffic going in each direction with a two-way-left-turn-lane (TWLTL) in the center would reduce the amount of car crashes on Government Street by providing turning vehicles a refuge from through traffic, while keeping through traffic moving more efficiently
SAFE CROSSWALKS
Clearly marked crosswalks allow pedestrians and wheelchair users to cross streets safely, while making sure cars know where to expect them
PLANTING STRIP
Street trees and landscaping slow speeding traffic, improve the aesthetics of the roadway, provide shade, and create a buffer between cars and people, making a more inviting environment for pedestrians.
GREEN SPACES
Parks and public green spaces create a destinatino, encouraging community interaction and providing a rest from the surrounding urban environment

Complete streets is a term used earlier in this document to describe transportation environments that are welcoming to all travel users, including pedestrians, bicyclists, motorists, and public transit. Good streetscape design is essential for a complete street. Complete streets typically have sidewalks, bicycle lanes, landscaping that enhances the street environment and residences and businesses that embrace the street environment.

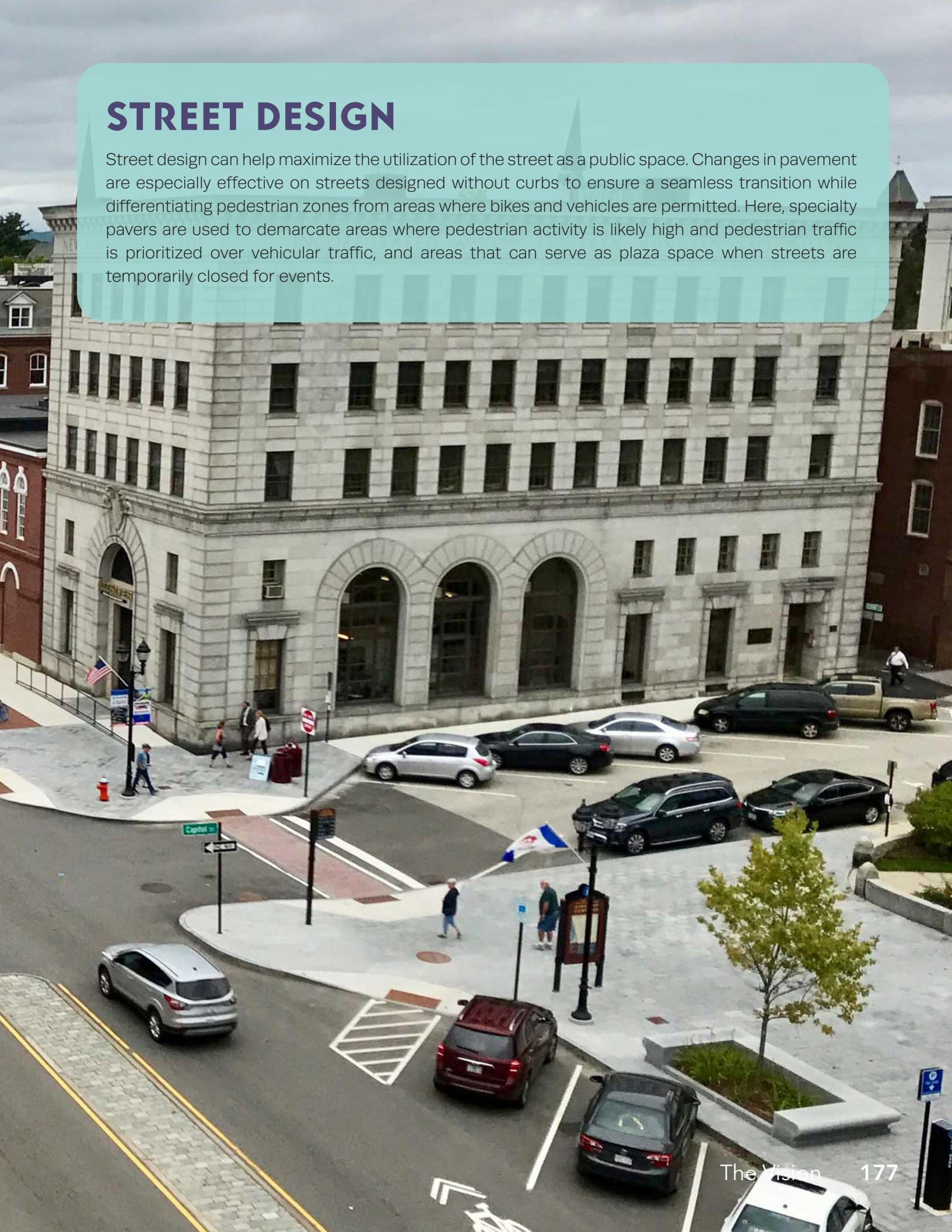
Case Study: URBAN STREET DESIGN GUIDELINES, CHARLOTTE, NC

Adopted in 2007, the Charlotte Urban Street Design Guidelines (USDG) provide design standards that are intended to integrate the City's land use and transportation goals. The USDG are based on "complete streets" principles and promote streets as public spaces. The recommended design standards address a broad range of elements, including preferred block lengths, intersection features (i.e., bumpouts, crosswalks, etc.), planting to support urban forestry, and street cross-sections based on context, specifying details for the appropriate design of sidewalks, bikeways, parkways, and traffic calming measures. In 2009, the USDG document was recognized with the National Award for Smart Growth Achievement from the U.S. Environmental Protection Agency.

Concord, NH
Source: visitconcordnh.com

STREET DESIGN

Street design can help maximize the utilization of the street as a public space. Changes in pavement are especially effective on streets designed without curbs to ensure a seamless transition while differentiating pedestrian zones from areas where bikes and vehicles are permitted. Here, specialty pavers are used to demarcate areas where pedestrian activity is likely high and pedestrian traffic is prioritized over vehicular traffic, and areas that can serve as plaza space when streets are temporarily closed for events.



EMPHASIZE QUALITY IN NEW DEVELOPMENT AND REDEVELOPMENT

Communities across the U.S. that are enjoying success with economic development cite quality of place and quality of life as significant factors influencing location decisions. Investors are drawn to communities that demonstrate a commitment to quality.

- Through land development regulations and public investments, create value with enhancements that benefit the community as a whole.
- Develop design standards for architecture, focusing on the materials, scale, orientation, and fenestration, particularly on facades visible from public spaces and streets. Architecture should, at a minimum, enclose spaces with walls that are appropriately scaled and detailed to enhance the quality of the public space. By adhering to such guidelines for public buildings, the City can lead by example and encourage the private sector to employ the guidelines when designing new buildings or renovating existing buildings.

DENSITY: CONSIDER GROWING UP

Increasing density maximums, particularly in areas deemed suitable for redevelopment for a broader range of uses, will help Manchester accommodate the growth the City anticipates and wants to attract. Expansion of the City's jurisdiction is unlikely. The geographic limitations will naturally warrant better utilization of available land, which will likely include currently developed sites. The combination of new development and redevelopment will help achieve a more dense development pattern. Areas of higher density should create places where alternative forms of transportation and delivery of programs and services are more feasible.

To concentrate development in key areas, the City should:

- Allow higher development densities in

places where pedestrian and bicycle facilities can be integrated.

  - Invest in bicycle and pedestrian facilities where such development concentrations are desired.
  - Require new development seeking higher densities in these key areas to provide bicycle and pedestrian facilities that link to the surrounding network.

- Approve higher density development that meets the criteria for multimodal transportation, particularly where the commuter rail station is being proposed. Here, transit-oriented development demands minimum densities to ensure adequate access and to meet minimum transit ridership projections.

ENCOURAGE RETROFITS AND ADAPTIVE REUSE OF BUILDINGS

Many of the existing buildings throughout the City are still viable though the original uses within no longer are. The City should help maintain the character of the City and places within by facilitating the reuse of existing structures. The retrofitting of buildings, particularly historic structures that are valued for their architecture, to be suitable for new uses often requires substantial investments to meet building codes. The City should consider ways that, through grants and alternative standards, the challenges of adaptive reuse of buildings can be alleviated.

Investment in Place for ECONOMIC DEVELOPMENT

In today's idea-based economy, where creativity and innovation are often valued more than experience and seniority, a new type of business environment has taken shape. The Internet and other technologies have minimized old ways of doing business based on the physical office, time spent at your desk, and a long commute. Today, many companies will only locate in a community that is walkable, mixed-use, and diverse. Young talent is drawn to employment in vibrant communities with active street life and culture. To take advantage of this shift in culture and mindset, Manchester should promote the creation of high-quality built environments through smarter land use regulations and development incentives.

Mixed-use building on North Elm Street with residential, office, retail, and resturant.

ENCOURAGE MIXED-USE DEVELOPMENT

Large and small mixed-use centers across the U.S. have demonstrated economic competitiveness, appealing to the people's desire to live, work, shop, dine, learn, and play in walkable places. According to the Urban Land Institute (ULI), results of studies conducted by groups such as Active Living Research indicate that "people who live in walkable neighborhoods are twice as likely to get the recommended amount of daily physical activity as those who do not." Locating housing close to places of employment, shopping, services, and recreation shortens the distances people must travel every day. Development in this form facilitates more active living by making walking or bicycling to those destinations more feasible.

- Encourage and support compact, mixed-use development that responds to the wants and needs of residents, workers, students, and visitors. While Downtown has—and should continue to have—the greatest mix of uses at the highest intensities, other areas, as shown on the Place Types Map, are also appropriate. Such areas are intended to complement, not compete with, Downtown. On a smaller scale, neighborhood centers should also accommodate a mix of uses. Promote mixed-use development where a variety of complementary uses are integrated in a manner that:
    - Situates homes, workplaces, parks, grocery stores, and services (e.g., dry cleaning, daycare) in close proximity;
    - Can be feasibly linked by sidewalks and other pedestrian facilities; and
    - Are designed to create a safe, comfortable pedestrian environment.
- Consider appropriate locations for both the vertical and horizontal mix of uses.
    - Buildings: Vertically mixed-use buildings combine residential units with commercial uses. Typically, residential uses are located on floors above retail and office uses. Through new construction and the adaptive reuse of existing structures, such as the Millyard buildings, vertically mixed-use development can be accomplished in Downtown and the various commercial, employment, and neighborhood centers delineated in the Place Types Map.
    - Centers: A horizontal mix of services refers to complementary uses in separate, adjacent buildings. Transitions between uses, including usable open space, should enhance compatibility. The mixed-use development should create a local circulation network of complete streets that support pedestrians, bikes, and vehicles and, with internal vehicular connections, minimizes congestion on major roads.

Innovation in ENVIRO

BUILD A GREEN NETWORK

In addition to increasing the value of adjacent properties, a network of green spaces connected by green corridors, greenways, and green streets will help protect and enhance the natural resources of the City including streams, floodplains, existing trees, habitat areas, and wildlife corridors. Together, they form a "big picture green print" that helps elected officials and partner agencies prioritize land acquisition and infrastructure projects. The City should:

- Partner with state, regional, or other nonprofit groups working in the area to mitigate the impacts of new development on existing natural systems. At a minimum, include new rules and standards in the City's code that incorporates open space as a meaningful component of new development, including parks, tree preservation, stormwater retention, recreation, animal habitat protection, or preserving scenic views.
- Protect key environmental features, especially the unique natural features in the eastern and western parts of the City, while accommodating development.
- Reimagine our relationship to natural systems. Restore water quality and riparian areas.
- Integrate open space and stormwater infrastructure as amenities in new development and existing neighborhoods.
- Program City resources to prepare an updated facilities plan for parks. The new facilities plan should focus on building a comprehensive and continuous green infrastructure network that connects key destinations via green corridors, including greenways for increasing regional and local walking and biking trips.

ONMENT

EXAMPLES OF IMPLEMENTATION CAN INCLUDE:

Green Spaces

Green space includes all of the parks, greenways, lakes, ponds, and forested areas now (or planned for) in the City, as well as other protected open spaces. Natural areas and improved spaces are all key components to a full and functional green network.

Green Roofs

Green Roofs and Walls Green roofs are waterproof, vegetative roofing systems in which a root barrier, drainage system, light weight planting medium and plants are layered on top of an impermeable membrane. They serve to insulate the building, reduce heating and cooling costs, absorb heat from sunlight, and to limit solar heat reflection into the atmosphere which contributes to the phenomenon known as the "heat island effect". Stormwater not used by the vegetation can enter and be stored in a collection system such as rain barrels or cisterns for later use. Green roofs are not only utilitarian, they can also be designed as an outdoor garden amenity. Finally green roofs can be used as part of an urban agriculture program to produce food for the building or others nearby.

Green Corridors

In their natural state, green corridors help conserve valuable natural resources, such as water quality where vegetation remains intact along and around water bodies and preserved wetlands. These green corridors, act as crucial vegetative buffers, mitigating stormwater runoff and and other potential pollutants from the area's more fragile ecosystems. They also serve as wildlife corridors connecting essential habitat areas. Green corridors can also consist of greenway trails and green streets to connect green spaces and other destinations such as shopping areas, schools, and neighborhoods, and other destinations in Manchester. As such, these corridors can serve as safe and pleasant transportation routes. Additional tree planting associated with these projects can help to enhance the existing urban forest and provide a more desirable user experience. Green corridors can protect private property, buffering it from incompatible uses, while improving access to nature.

Green Streets

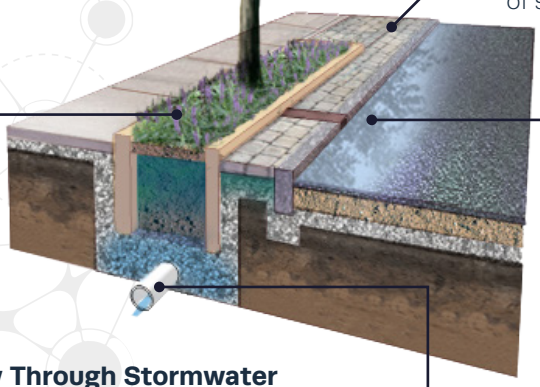
A green street is a street right-of-way that, through a variety of design and operational treatments, gives priority to bicycles, pedestrian circulation and stormwater treatment. The improvements may include sidewalk widening, bike lanes, landscaping, traffic calming, and stormwater planters.

Green Street streetscape elements can improve **STORMWATER MANAGEMENT WHILE ENHANCING AESTHETICS.**

Shade Tree
Captures rain, filters air, provides shade.

Pavers
Enhance permeability of sidewalk

Curb Opening Inlet
Captures road runoff.



Flow Through Stormwater Infiltration Planter and/or SilvaCell System
Stores and filters collected road runoff.

Overflow Drain
Transfers overflow to adjacent treatment practices.

The City's existing inventory of green spaces provides a foundation for the creation of a multi-faceted green network.

PROTECT THE INTEGRITY OF NATURAL RESOURCES.

Manchester is full of wonderful natural resources, which increase quality of life for the City's residents and provide amenities that help attract more visitors. The first step in protecting these resources is through identifying and studying what currently exists throughout the City. The Manchester Conservation Commission adopted a Natural Resources Inventory (NRI) report in early Spring of 2021. A natural next step after the development of an NRI, which provides a detailed road map for conservation and mitigation planning, is to develop a comprehensive conservation plan which incorporates the data and findings of the NRI.

There are some basic guidelines that the City can use to promote innovative and informed land use planning.

- Protect known rare species populations;
- Protect representative examples of critical habitats for known rare species;
- Protect rare and representative examples of natural communities;
- Protect intact wetland and stream riparian buffers and promote the restoration of degraded areas;
- Support voluntary and regulatory approaches at natural resources protection;
- Build upon existing contiguous protected lands;
- Connect protected lands and other critical habitats with upland, aquatic, and/or riparian corridors, thereby effectively creating green corridors;
- Better understand wildlife movement patterns to identify and design the most effective conservation corridors; and
- Promote community education and outreach regarding Manchester's biodiversity and the importance of long-term protection strategies. Source: NRI Report

IMPLEMENT URBAN AGRICULTURE.

Urban Agriculture can be implemented through Victory Gardens, vertical farming, and rooftop gardens. Victory gardens were established during World War I & II to help prevent food shortage. They were planted at private residences or public parks to provide fruits, vegetables and herbs. Today victory gardens encourage people to grow their own food and can be a resource to the community. Vertical farming allows for the ability to grow crops in a smaller space by vertically stacking layers. Rooftop gardens provide an additional opportunity for urban agriculture while also increasing air quality and managing rainfall.

PROMOTE GREEN BUILDING AND DEVELOPMENT.

Approaches to development continue to evolve as conservation-minded groups and agencies strive to mitigate the impacts of development on our natural resources and the building industry seeks ways to meet current and future demand for housing and commercial space. In communities across the U.S., the various interest groups are finding common ground as consumers express preferences for natural amenities and sustainable design in the places they live, work, shop and vacation. With growing frequency, such attributes are being featured in marketing materials as developers position projects for higher returns in a competitive real

estate market. Recent studies have indicated that the green space is the "new golf course" and those homes (or lots) that adjoin green space command a premium.

- To promote a more environmentally friendly approach to new development and redevelopment, the City should encourage developers and builders to follow the principles of green building, as defined by the U.S. Green Building Council (USGBC).

- Seize an opportunity with the future development on Hackett Hill to demonstrate the application of the principles of green design and environmental sustainability. The City may consider the promotion of this property, with its proximity to the Cedar Swamp Preserve, as an area for ecological innovation. The theme should influence the mix of uses, attracting environmentally–focused industry and educational facilities. It should also inform development design in terms of building materials, stormwater management, and conservation for an internal green network that protects the biodiversity of the area.

PRESERVE AND REESTABLISH THE TREE CANOPY.

Shade trees planted throughout the community provide beautiful and straightforward solutions to clean the air, prevent soil erosion, save energy, and cool streets, plazas, and buildings. Tree planting and preservation programs, tree ordinances, conservation easements, and capital investments should all be explored as ways to increase the City's tree canopy. However, grassroots efforts often prove to be among the most effective means of expanding the tree canopy, especially in urban areas where development and redevelopment have resulted in the clearing of trees.

- Assisted by grant funding and guided by City staff, encourage local organizations to take the lead on tree planting along streets and in public spaces and parks.

- The City can also supplement the urban forest through tree planting associated with improvements to the public realm, particularly streetscape, park, and trail projects.

INNOVATION IN Health and Well-being

ADVANCE EFFORTS TO IMPROVE THE HEALTH OF THE COMMUNITY.

The Manchester Health Department (MHD) completed an update to the City's Health Needs Assessment in June 2019. In it, the MHD identified several priorities aimed at improving the health and well-being of the residents of Manchester. Among them are strategies related to the built environment. Innovative ways to link people to healthcare and otherwise support healthy living through quality education, living-wage employment, housing choices, and active transportation are being tested in communities throughout the U.S. Manchester has an opportunity to examine the development pattern and modify the mix of uses and form of development to effect change for better health.

- Focus on providing programs and places that support people's ability to build and strengthen social networks. According to the results of the Health Needs Assessment, two of the primary health outcomes examined—length of life and quality of life and poverty—can be affected by social connections. With an aging population in Manchester, this is especially important for seniors as they become less mobile. In addition, seek ways through transit service or safe pedestrian facilities to help people access parks, community centers, and other venues where programs, events, and other activities are available.
- Utilize technology to help improve community health. In addition to enhancing access to education and employment opportunities in an effort to address socio-economic conditions correlated to health disparities, the City can use technology to collect data about and evaluate conditions in the City that affect health. By focusing on the determinants of poor health, the City can consider strategies that employ technology to understand better the circumstances that contribute to identified health problems.
- Adopt a Health in All Policies (HiAP) approach to community development. This approach, first formally addressed as the theme of the Eighth International Conference on Health Promotion held in 2013 by the World Health Organization,

encourages government bodies to take multisectoral action when addressing health issues.

- "HiAP is founded on health-related rights and obligations, and contributes to strengthening the accountability of policymakers for health impacts at all levels of policy-making. It emphasizes the consequences of public policies on health systems, determinants of health, and wellbeing. It also contributes to sustainable development. It is recognized that governments are faced with a range of priorities and that health and equity may not automatically gain precedence over other policy objectives. Nonetheless, health considerations do need to be taken into account in policy-making. Efforts must be made to capitalize on opportunities for co-benefits across sectors and for society at large. Effective safeguards to protect policies from distortion by commercial and vested interests and influence also need to be established." Source: WHO Framework for Country Action.

- Work with public health officials and area agencies to raise awareness among City leaders of opportunities to improve community health—and the many benefits of doing so—so the community's health becomes a key consideration in the formulation of local policies. Pursue opportunities, such as training and orientation programs, to educate City officials and employees, especially those who play a key role in developing City budgets, about how the built environment affects health and physical activity.
- Consider changes in the built environment to accommodate programs and services identified as needs in Manchester or to facilitate healthier living. Changes with new development or redevelopment could help accomplish the following:
    - Establish centers that provide integrated services in places that are convenient to access. For example, offer integrated mental health and primary health services to people in their homes, in schools, and at community policing substations.
    - Promote alternative forms of transportation, like biking or walking to work, with a development pattern that is conducive to various modes.
- Implement a traveling farmers market that comes to designated locations in specific neighborhoods in accordance with a regular schedule. One such example of this is the ORIS Fresh Start Food Cart 2019 was the pilot year for the ORIS Fresh Start Food Cart. The cart offers fruit, vegetables, and other local products for purchase at various stops in southern NH. A Mobile Market is a farm stand on wheels that delivers food to the places that need it most. It serves as a link between New Hampshire farmers and the communities with limited access to locally-grown produce and healthy food. Instead of consumers commuting to the farm, farmer's market, or even a grocery store, mobile markets travel directly into communities to make food more convenient and affordable to access.
- Update parks with AARP exercise equipment stations. One such station already exists at Derryfield Park.

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INNOVATION IN Planning & Regulations

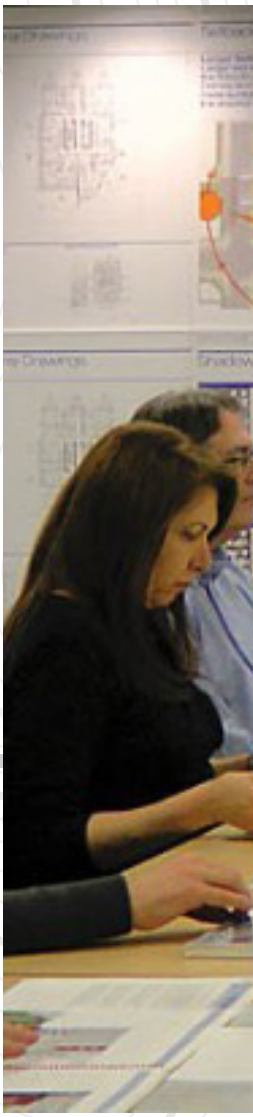
CONDUCT AREA PLANNING.

Planning for the future is, at the most basic level, a proactive approach to managing change. Change is inevitable, and positive change is necessary for long-term economic stability. The development of a vision that represents the community's expectations about the future is the crux of the planning process. The vision helps community leaders facilitate change for desired outcomes. Building on the vision conveyed through the Master Plan, the City can consider more specific planning that further defines expectations.

- Prepare area plans for areas within the City that lend themselves to the creation of places of interest. Conceptual plans developed as part of the area plans help convey the idea and inspire investment in keeping with the City's vision. Shaped by input from and expectations of the residents and property owners in the vicinity, the plans will build on the policies of the Master Plan and provide additional guidance to City leaders as they consider development proposals in these key areas. Recommended areas for future area planning include Hackett Hill, the Youth Detention Center, and the interchange area on the west side of the river.

UPDATE REGULATIONS.

The Place Types Map (refer to the Growth and Conservation Framework section) is meant to provide a framework for future land-use decisions. It will support written policies and provide additional guidance with respect to the provision of services, the prioritization of capital investments, and the application of land development regulations. It indicates the preferred locations for future development as well as the type and intensity of such development. The land use classifications, which are described in the Growth and Conservation Framework section, specify the predominant use; however, development may also be comprised of other compatible uses. The primary focus of future rezoning should be the form or character of each area of the City. The zoning ordinance should be updated to reflect the vision in this Plan and serve as one of the primary mechanisms by which that vision is implemented.



IMPLEMENT COMMUNITY BENEFITS AGREEMENTS / ORDINANCE.

A Community Benefits Agreement / Ordinance would require developers to engage with the community early on in the development process to identify community benefits and address potential negative impacts. This would be implemented for larger projects that would have a big impact on a community.

CREATE A STREAMLINED PERMITTING PROCESS.

Providing a streamlined permitting process for specific development types that the City would like to attract can reduce costs and barriers to encourage that type of development.

THE GROW
CONSE
FRAMEWORK

VTH &
RVATION

GROWTH & CONSERVATION AREA PLANS

An illustration can effectively bring complex ideas to life. To complement the Growth and Conservation Framework described further in this document, conceptual plans have been designed to depict the big ideas that emerged during Manchester's Planapalooza™ 2019. They are based on the input received from participants and convey a range of community expectations in connection with potential opportunities. Each illustration represents one of several possibilities consistent with the ideas discussed at the event, and recommendations presented here for the subareas emphasize the overarching themes gleaned from the visioning exercise. Their primary purpose is to help the community visualize possibilities and create a platform for dialogue about the details reflected in the images and how to achieve them. Though they conceptually illustrate development potential in defined geographies, they demonstrate the application of urban design principles and development-related policies. In that regard, they may provide guidance for other areas in Manchester.

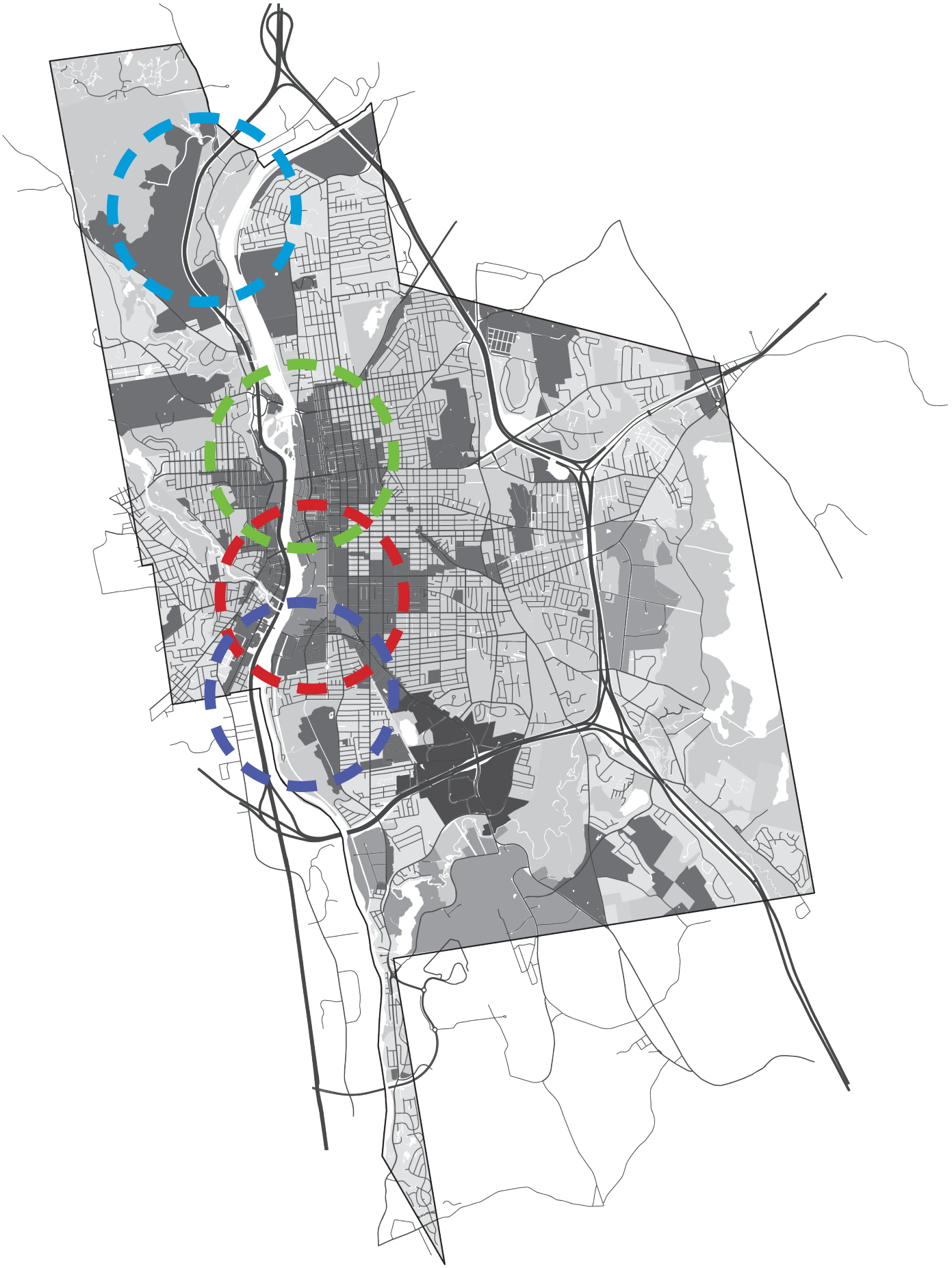
Note: Conceptual drawings and images showing examples of potential future development are for illustrative purposes only. They do not constitute intended outcomes or provisionary approvals for the properties represented in the document. Actual development of the areas depicted may vary significantly from the drawings included in the document based on property owner interests, market timing, lending conditions, available infrastructure, or many other factors.

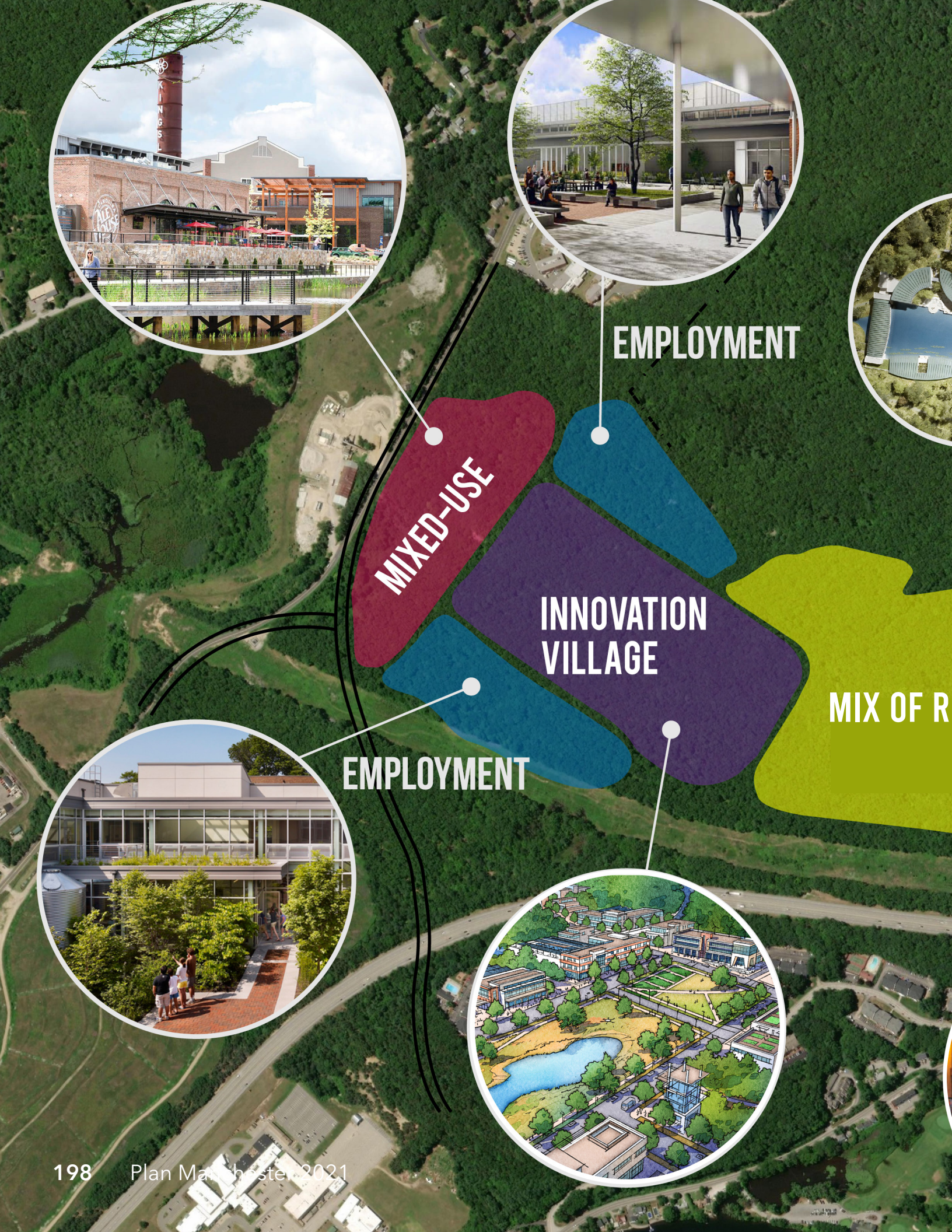
HACKETT HILL

MERRIMACK RIVER

HEART OF DOWNTOWN

GASLIGHT DISTRICT




EMPLOYMENT
MIXED-USE
INNOVATION VILLAGE
MIX OF R
EMPLOYMENT

DESTINATION: HACKETT HILL

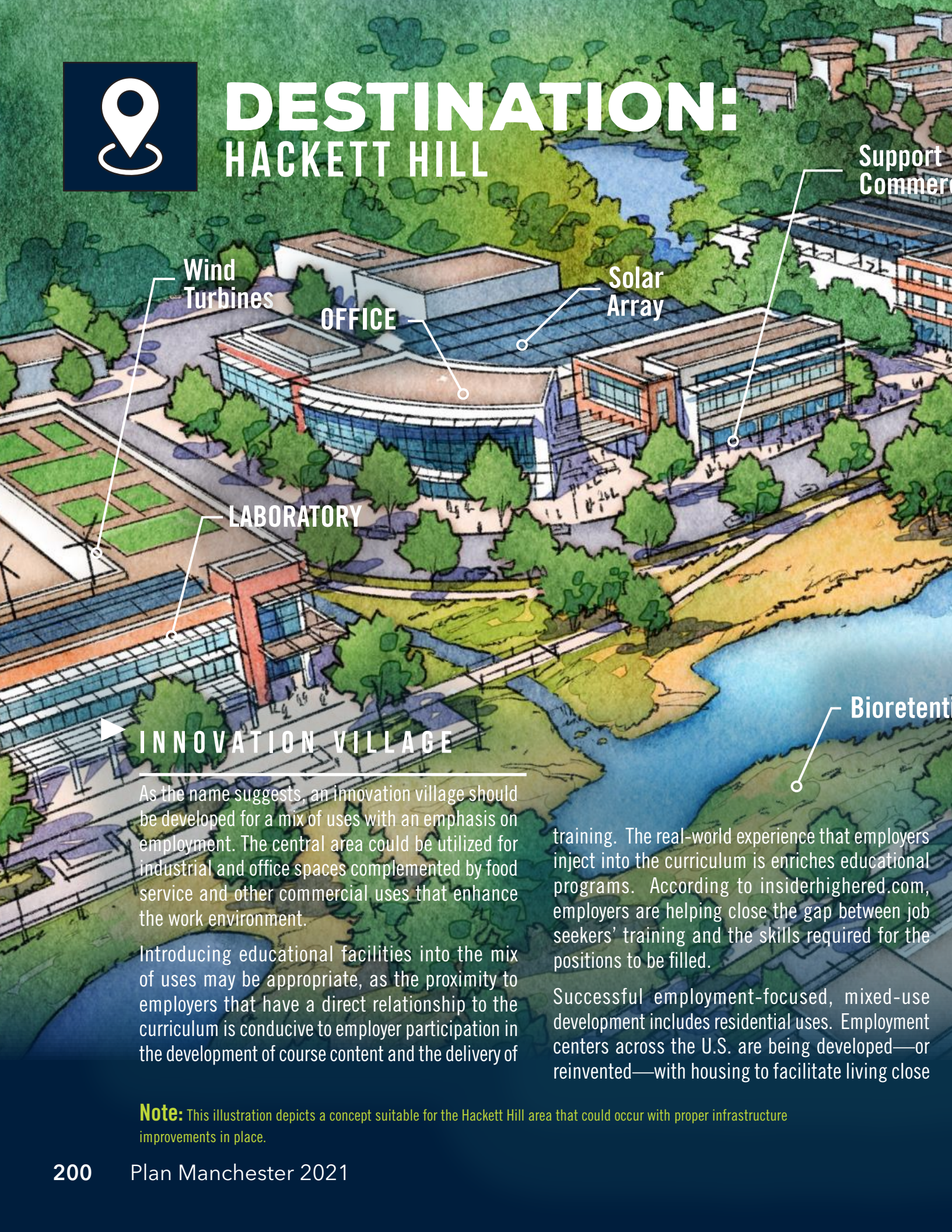
EDUCATION CENTER

EDUCATION CAMPUS

ESIDENTIAL

MIXED-USE

DESTINATION: HACKETT HILL



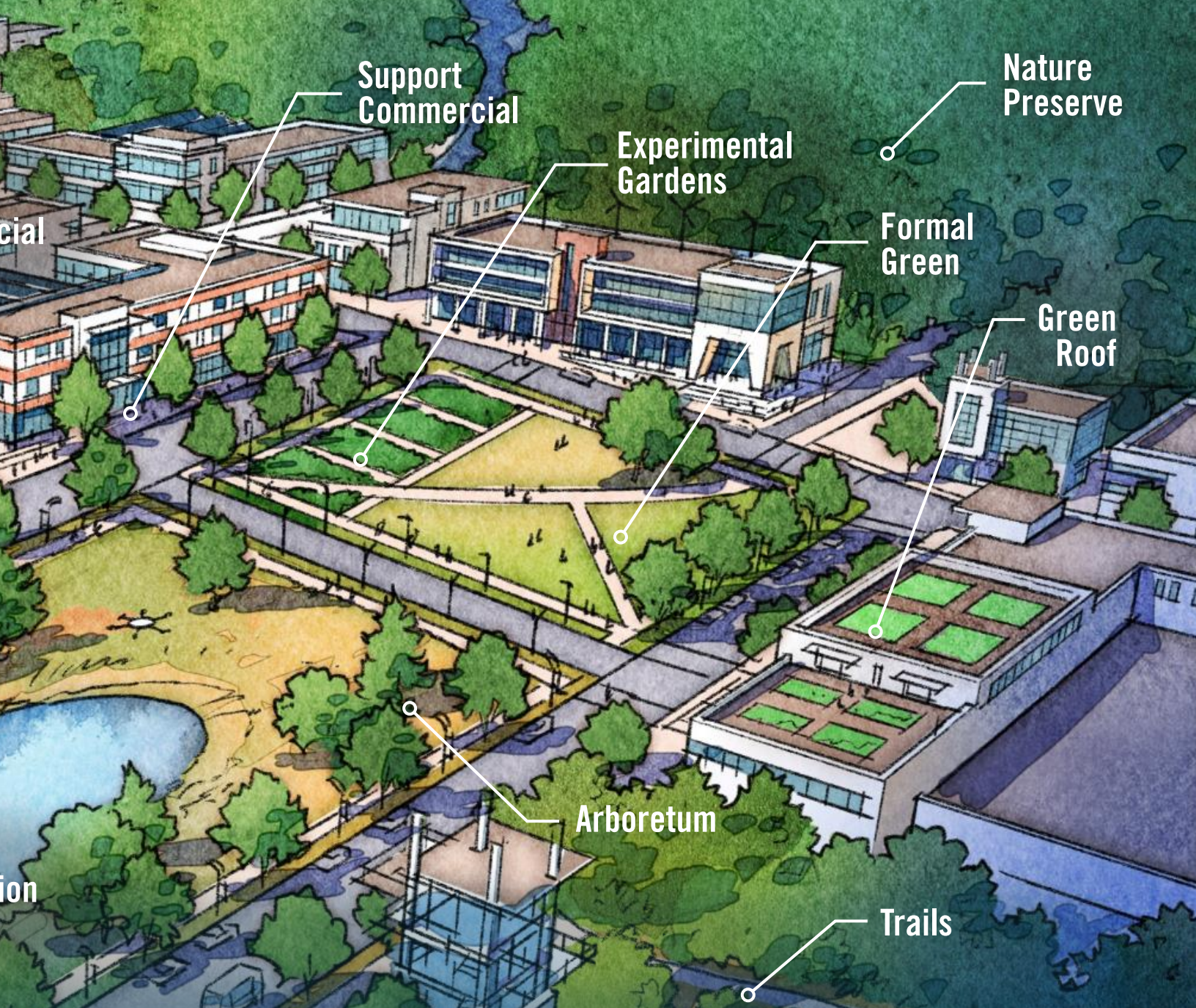
INNOVATION VILLAGE

As the name suggests, an innovation village should be developed for a mix of uses with an emphasis on employment. The central area could be utilized for industrial and office spaces complemented by food service and other commercial uses that enhance the work environment.

Introducing educational facilities into the mix of uses may be appropriate, as the proximity to employers that have a direct relationship to the curriculum is conducive to employer participation in the development of course content and the delivery of training. The real-world experience that employers inject into the curriculum is enriches educational programs. According to insiderhighered.com, employers are helping close the gap between job seekers' training and the skills required for the positions to be filled.

Successful employment-focused, mixed-use development includes residential uses. Employment centers across the U.S. are being developed—or reinvented—with housing to facilitate living close

Note: This illustration depicts a concept suitable for the Hackett Hill area that could occur with proper infrastructure improvements in place.



to jobs. The "village" aspect suggests a housing component that appeals to people working in this location. Here, a broad range of housing choices could satisfy the preferences of people of different ages and income levels. For a community positioning to compete effectively for economic development and actively recruiting employers, it could also help create an attractive investment option.

With an emphasis on environmental sustainability, development could be organized around green spaces that serve several purposes. In addition to supporting formal and informal gatherings, open space could be designed for botanical garden or arboretum featuring native plants; demonstration gardens for improved stormwater management; trails; outdoor laboratory for environmental education; and experimental gardens.

DESTINATION:
HACKETT HILL

LEGEND

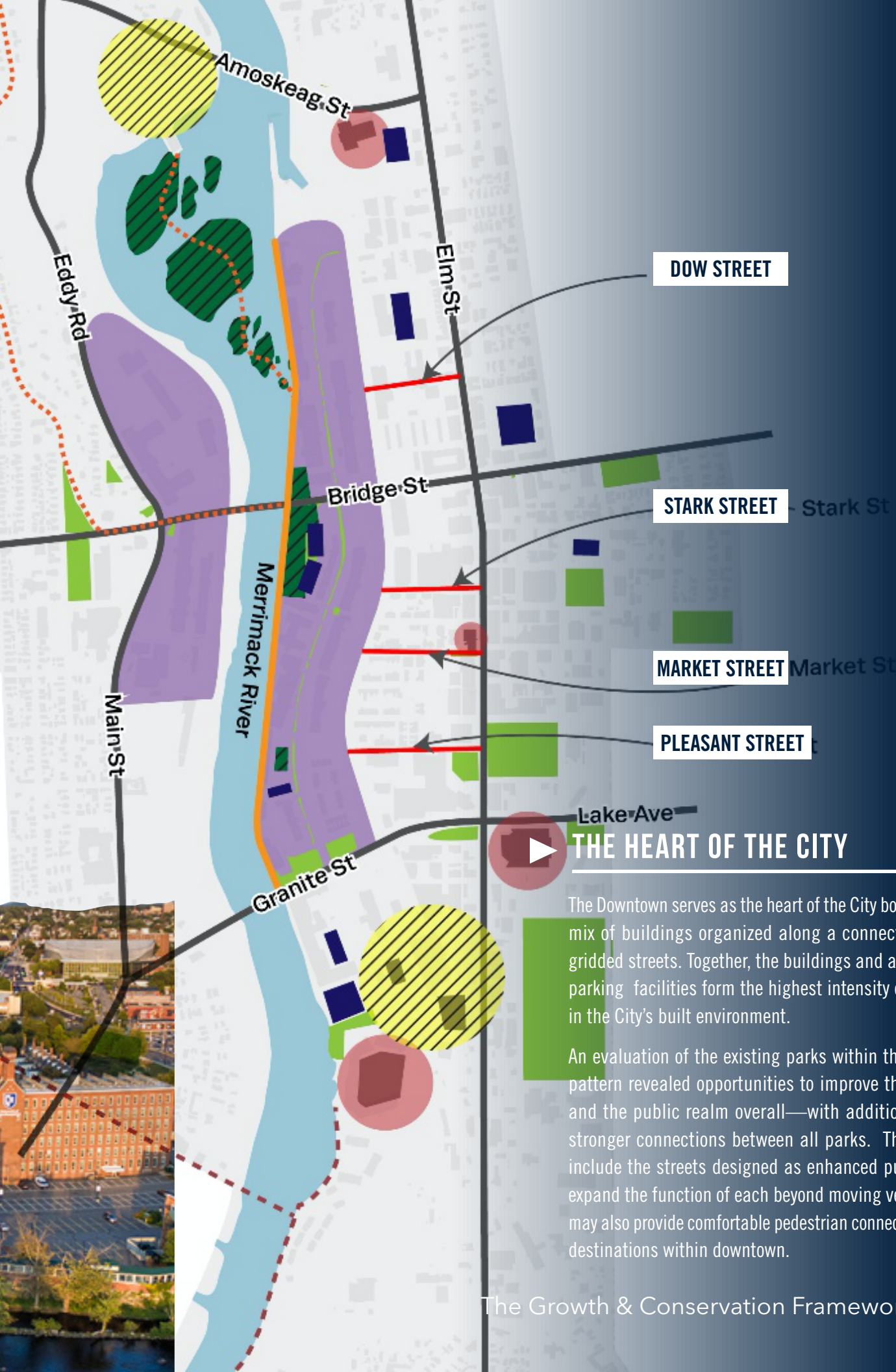
01 Laboratory
02 Office
03 Mixed-Use
04 Bioretention
05 Formal Green
06 Green Roof / Experimental
07 Gardens
08 Arboretum
09 Trails
10 Nature Preserve

DESTINATION: DOWNTOWN

The Downtown functions as a destination for residents and visitors. The core area of Downtown supports a compact development pattern with a mix of land uses (horizontal and vertical), high-quality architecture, plazas and public spaces, and civic spaces that promote social interaction and celebrates Manchester and the Merrimack River.

Uses and buildings are located on small blocks with streets designed to extend a grid network in all directions. Buildings may stand two to five stories tall and include civic, retail, office, restaurant, or other entertainment uses with condominiums or apartments above storefronts. Non-franchise architecture is encouraged in Downtown as a way to maintain unique character, and historic preservation should be a priority. The design, scale, character, and intensity of development in Downtown should be compatible with, and transition to, adjacent residential neighborhoods. Parking is satisfied using on-street parking, structured parking, and shared rear-lot parking strategies.

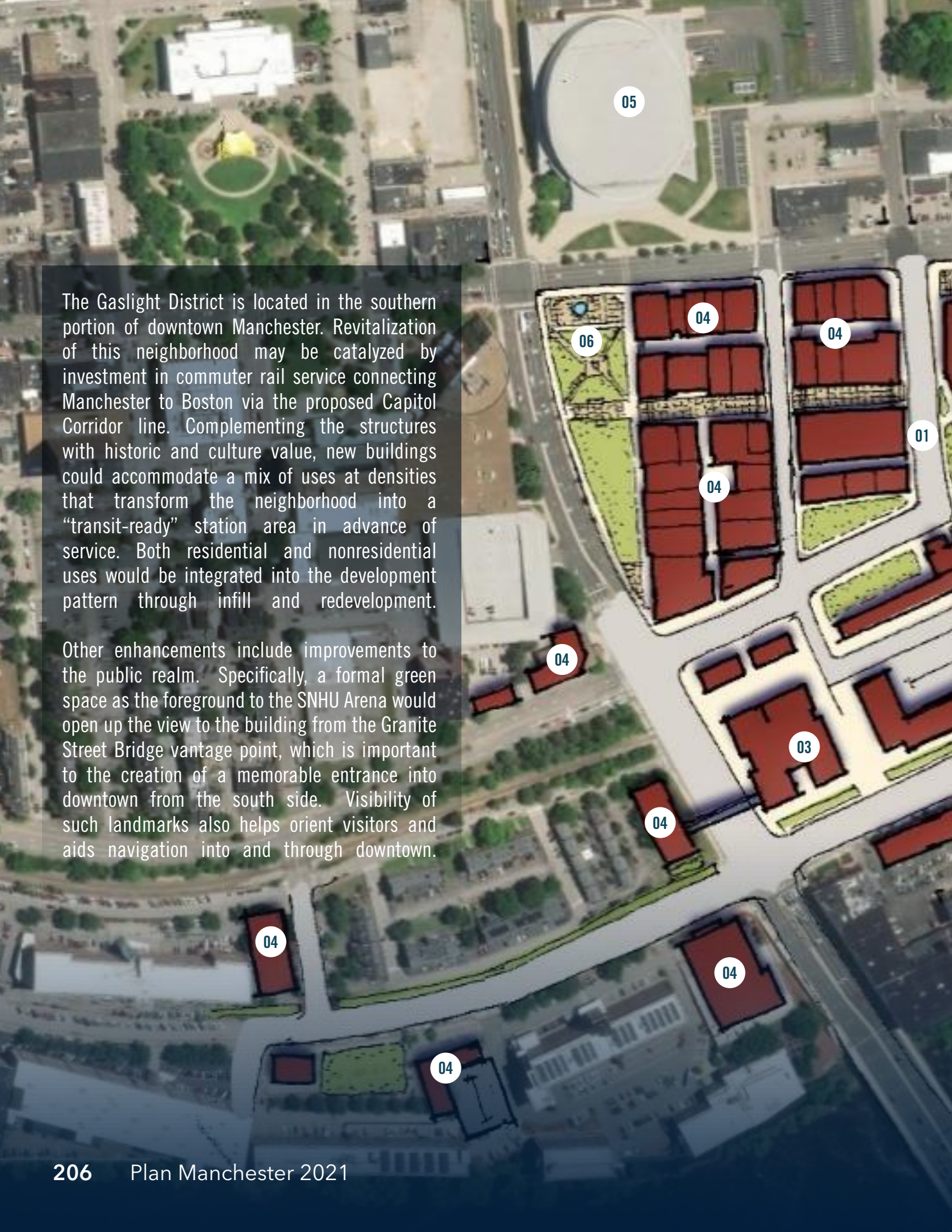
Residential neighborhoods in Downtown offer different choices for residents to live near and experience downtown amenities including the Millyard and the Merrimack River. Preserving the character of existing homes is a high priority in this area, though some existing large-lot neighborhoods may be subdivided or redeveloped to introduce more housing units (including single dwelling homes on small lots, townhomes, duplexes, cottage dwellings, multi-unit houses and accessory dwelling units) and to increase the number of residents living near both the downtown core and adjacent employment and transit opportunities. New or improved parks, plazas, streets or other public spaces in the neighborhoods are important elements for unifying neighborhood character and making connections between the Downtown and it's adjacent districts.



THE HEART OF THE CITY

The Downtown serves as the heart of the City boasts an eclectic mix of buildings organized along a connected network of gridded streets. Together, the buildings and a wide variety of parking facilities form the highest intensity of development in the City's built environment.

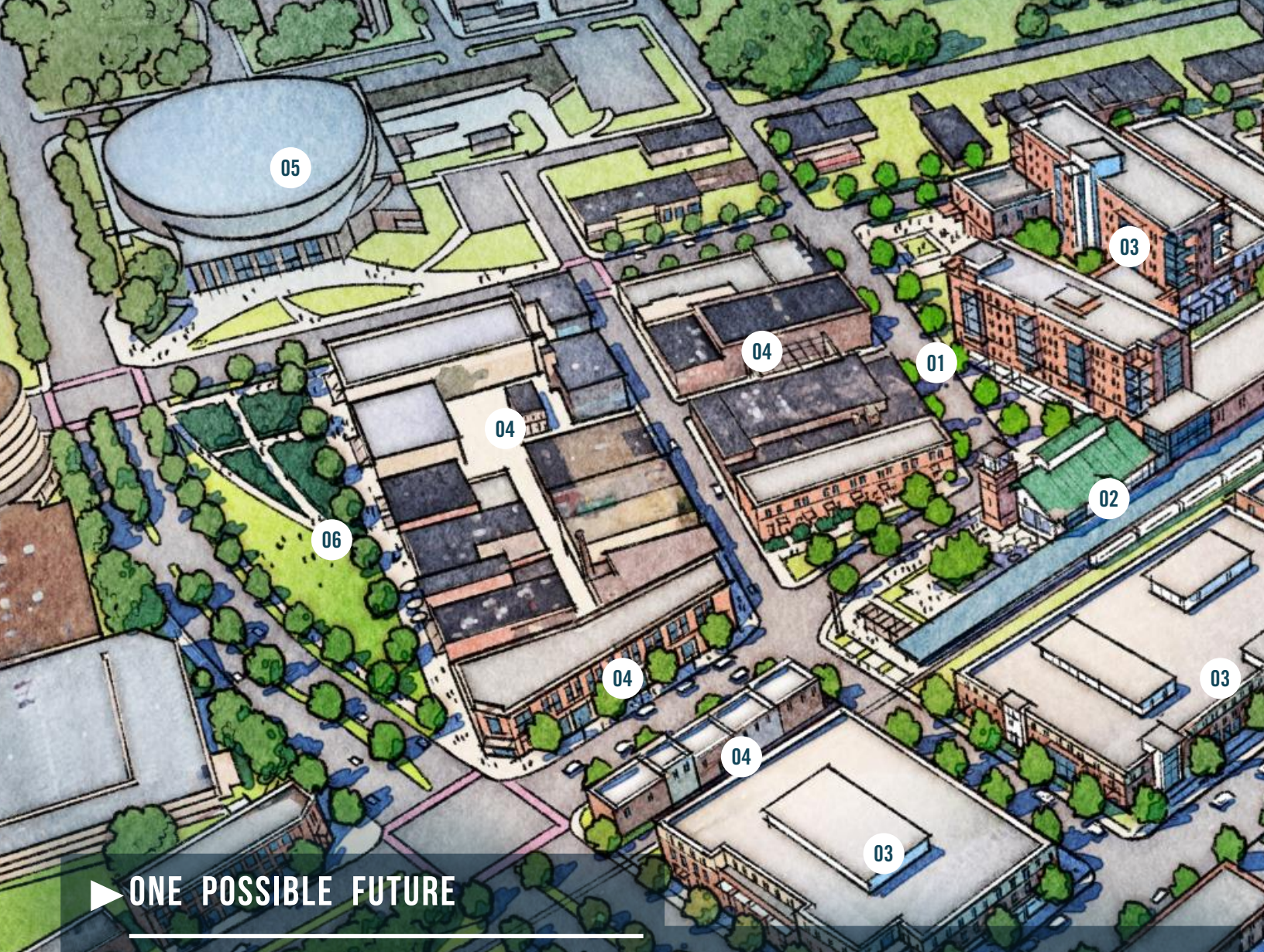
An evaluation of the existing parks within the development pattern revealed opportunities to improve the collection—and the public realm overall—with additional parks and stronger connections between all parks. The links, which include the streets designed as enhanced public spaces to expand the function of each beyond moving vehicular traffic, may also provide comfortable pedestrian connections to various destinations within downtown.



The Gaslight District is located in the southern portion of downtown Manchester. Revitalization of this neighborhood may be catalyzed by investment in commuter rail service connecting Manchester to Boston via the proposed Capitol Corridor line. Complementing the structures with historic and culture value, new buildings could accommodate a mix of uses at densities that transform the neighborhood into a "transit-ready" station area in advance of service. Both residential and nonresidential uses would be integrated into the development pattern through infill and redevelopment.

Other enhancements include improvements to the public realm. Specifically, a formal green space as the foreground to the SNHU Arena would open up the view to the building from the Granite Street Bridge vantage point, which is important to the creation of a memorable entrance into downtown from the south side. Visibility of such landmarks also helps orient visitors and aids navigation into and through downtown.

DESTINATION: GASLIGHT DISTRICT T.O.D



ONE POSSIBLE FUTURE

Commuter rail service can be supported with investments in real estate that concentrate housing, jobs and commercial uses around a transit stop. The more intense, mixed-use development would generate transit ridership required to justify the service while advancing the City's economic development objectives.

Building on other investments, such as the SNHU Arena and the Northeast Delta Dental (Fisher Cats) Stadium, development in this area could be supportive of more tourism in the City. New uses could complement the sports-oriented venues. The visitor experience could be further enriched with art and other enhancements that celebrate the special history and character of the neighborhood.

The development pattern can be strengthened by improvements that complete trips by transit with reasonable "last mile" options. A walkable environment is key to helping transit riders reach their destinations. Changes can include pedestrian facilities that link people to the next mode of travel (i.e., bus, bike, scooter, etc.) or directly to jobs, shopping, home, or other destinations. Compact development along a connected network of streets, streetscape elements, and other attributes can combine to contribute to the feeling of comfort and safety.

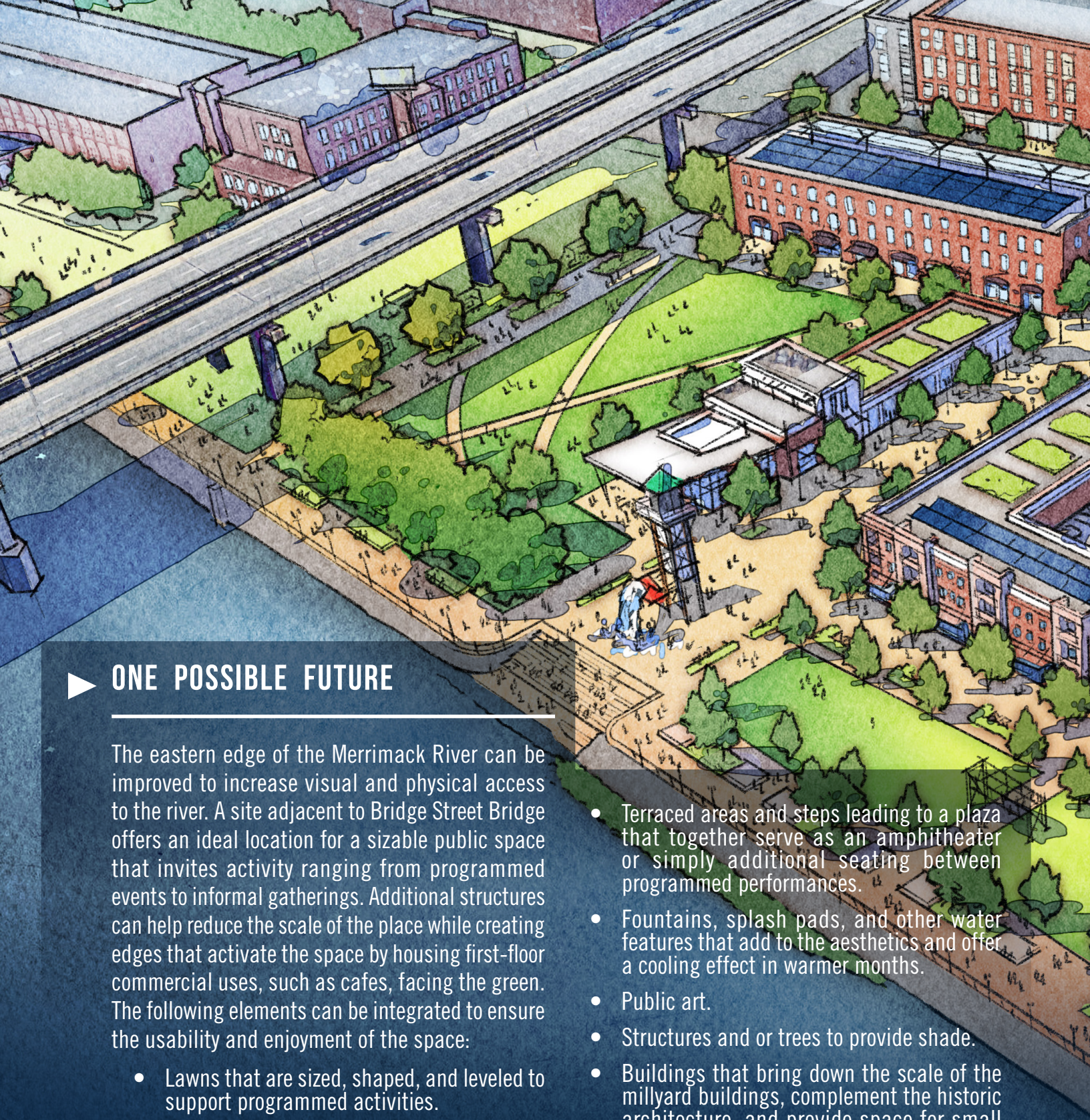
Note: This illustration depicts a concept for the center of the site. The full range of uses that could be supported on this site could be accommodated in the developable portions of the site that lie north and south of the area pictured here.

DESTINATION: GASLIGHT DISTRICT T.O.D

EXISTING CONDITIONS

Currently, this area of the Mill District has a collection of historic buildings surrounded by a massive parking lot. The northern boundary of the site is defined by the looming Bridge Street Bridge. There is a small linear green space know as Arms Park. This park has some benches, shade trees, a promenade, and a beautiful staircase that allows visitors direct access to the water of the Merrimack River. This unique amenity is not utilized as much as it could be because of the rather unpleasant environment created by the large adjacent parking lot. The narrow grass strip that currently makes up Bridge Street serves primarily as a visual and climactic buffer for the stark, and unsightly hardscape of the parking lot. There is room for improvement in the area.

DESTINATION:
ARMS PARK INFILL



ONE POSSIBLE FUTURE

The eastern edge of the Merrimack River can be improved to increase visual and physical access to the river. A site adjacent to Bridge Street Bridge offers an ideal location for a sizable public space that invites activity ranging from programmed events to informal gatherings. Additional structures can help reduce the scale of the place while creating edges that activate the space by housing first-floor commercial uses, such as cafes, facing the green. The following elements can be integrated to ensure the usability and enjoyment of the space:

- Lawns that are sized, shaped, and leveled to support programmed activities.
- Constructed promontories, or points where people can stand at the water's edge to enjoy views of the river and the City.
- Movable furniture .
- Functional hardscape, such as raised planters with seat walls.
- Terraced areas and steps leading to a plaza that together serve as an amphitheater or simply additional seating between programmed performances.
- Fountains, splash pads, and other water features that add to the aesthetics and offer a cooling effect in warmer months.
- Public art.
- Structures and or trees to provide shade.
- Buildings that bring down the scale of the millyard buildings, complement the historic architecture, and provide space for small shops and restaurants that open onto the public space.

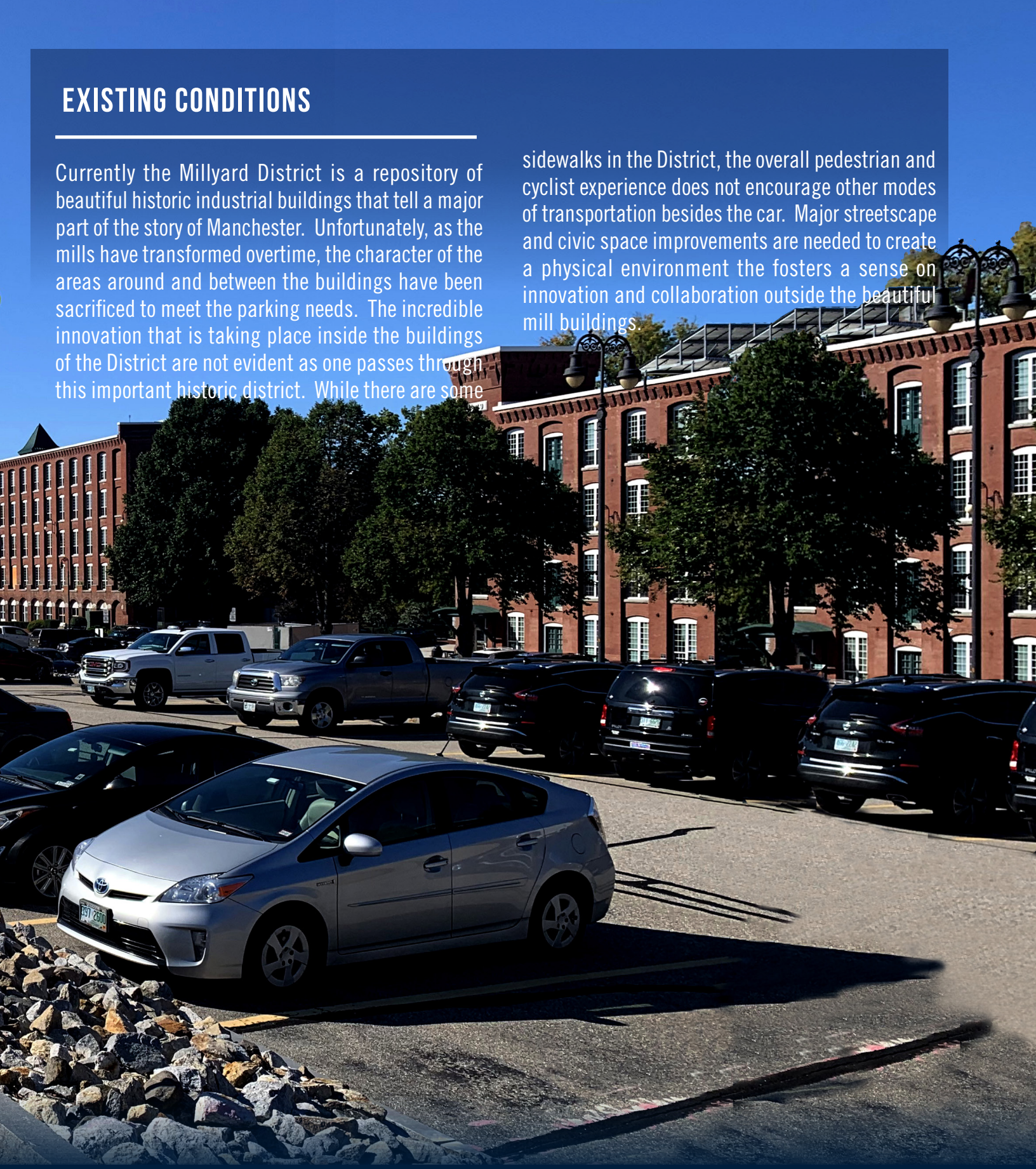
DESTINATION: ARMS PARK INFILL

Note: This illustration depicts a concept for the center of the site. The full range of uses that could be supported on this site could be accommodated in the developable portions of the site that lie north and south of the area pictured here.

DESTINATION:
MILLYARD CANAL PARK

EXISTING CONDITIONS

Currently the Millyard District is a repository of beautiful historic industrial buildings that tell a major part of the story of Manchester. Unfortunately, as the mills have transformed overtime, the character of the areas around and between the buildings have been sacrificed to meet the parking needs. The incredible innovation that is taking place inside the buildings of the District are not evident as one passes through this important historic district. While there are some sidewalks in the District, the overall pedestrian and cyclist experience does not encourage other modes of transportation besides the car. Major streetscape and civic space improvements are needed to create a physical environment the fosters a sense on innovation and collaboration outside the beautiful mill buildings.



ONE POSSIBLE FUTURE

In addition to providing outdoor amenities, parks can also be designed to help tell the story of the place, particularly the history. Within the Millyard is an opportunity to enhance the public realm with a public space that also recalls the past. For example, the canals constructed in the late 1830s in the Millyard provided hydroelectric power to the mills, which was a critical turning point in the history of the City in that it enabled a level of production that grew employment in the City and increased the population from 1,000 to 10,000 in less than a decade. Water features that are both aesthetic and playful can help tell that story that is so important to Manchester's history while making the space inviting, enjoyable, and memorable.

DESTINATION: MILLYARD CANAL PARK

LEGEND

01 Canal Water Feature
02 Outdoor Collaborative Recreation Space
03 Green Industry/Testing
04 World Class R&D Facilities
05 Parking to Relocated Garage in Rear
06 Sustainable Stormwater Features
07 Walkable Streetscape
08 Field-Test Friendly Zone

Note: This illustration depicts a concept for the center of the site. The full range of uses that could be supported on this site could be accommodated in the developable portions of the site that lie north and south of the area pictured here.

DESTINATION: MERRIMACK RIVER

THE EDGES

The proposed improvements to Exit 6 and Amoskeag Street may allow redevelopment on both sides of the river as well as stronger bike and pedestrian connections across the river.

The east side lends itself to a pedestrian promenade. Cantilevered in some places, the river walk could link a series of public spaces along the riverfront. A stronger relationship between the Millyard and the river enhances the environment for living and working. More importantly, the public edge comprised of a variety of public spaces creates another destination and set of activities that bolster tourism in Downtown.

The west side of the Merrimack River offers opportunities for infill development and redevelopment. The reconfiguration of travel lanes on Amoskeag Street and the I-293 ramps at Exit 6 will create pockets of developable land. As such upgrades to the infrastructure are being planned and designed, visual and physical access to the river could also be maximized with a mix of river-oriented commercial and residential uses as well as complementary public spaces. Capitalizing on the recreational traffic accessing the river via the existing—or an improved—boat launch, restaurants, hotels, and other commercial uses could be drawn to this riverside location. Such development could create a destination on the western edge and possibly infuse energy back into the Amoskeag Fishways Learning and Visitors Center, which scaled back its operations in 2019.

THE WATER

Getting in the water or close to it is the best way to truly experience the river. The islands, improved as parks and nature preserves, provide an opportunity for people to get close to the water and experience the Merrimack River in ways they currently cannot. Viewing the City from this vantage point offers a completely different perspective, too. Like the river walk along the eastern edge, the experience of being in the middle of the Merrimack River can increase the ways people engage with the river, which is a positive for tourism. More importantly, the access could perhaps introduce a new level of appreciation for this resource flowing through the City. Experienced in this way, the river can shift from being the feature that divides the City to one that brings the City together. A shared amenity, the islands may function as the glue, joining the two sides to become one cohesive place.

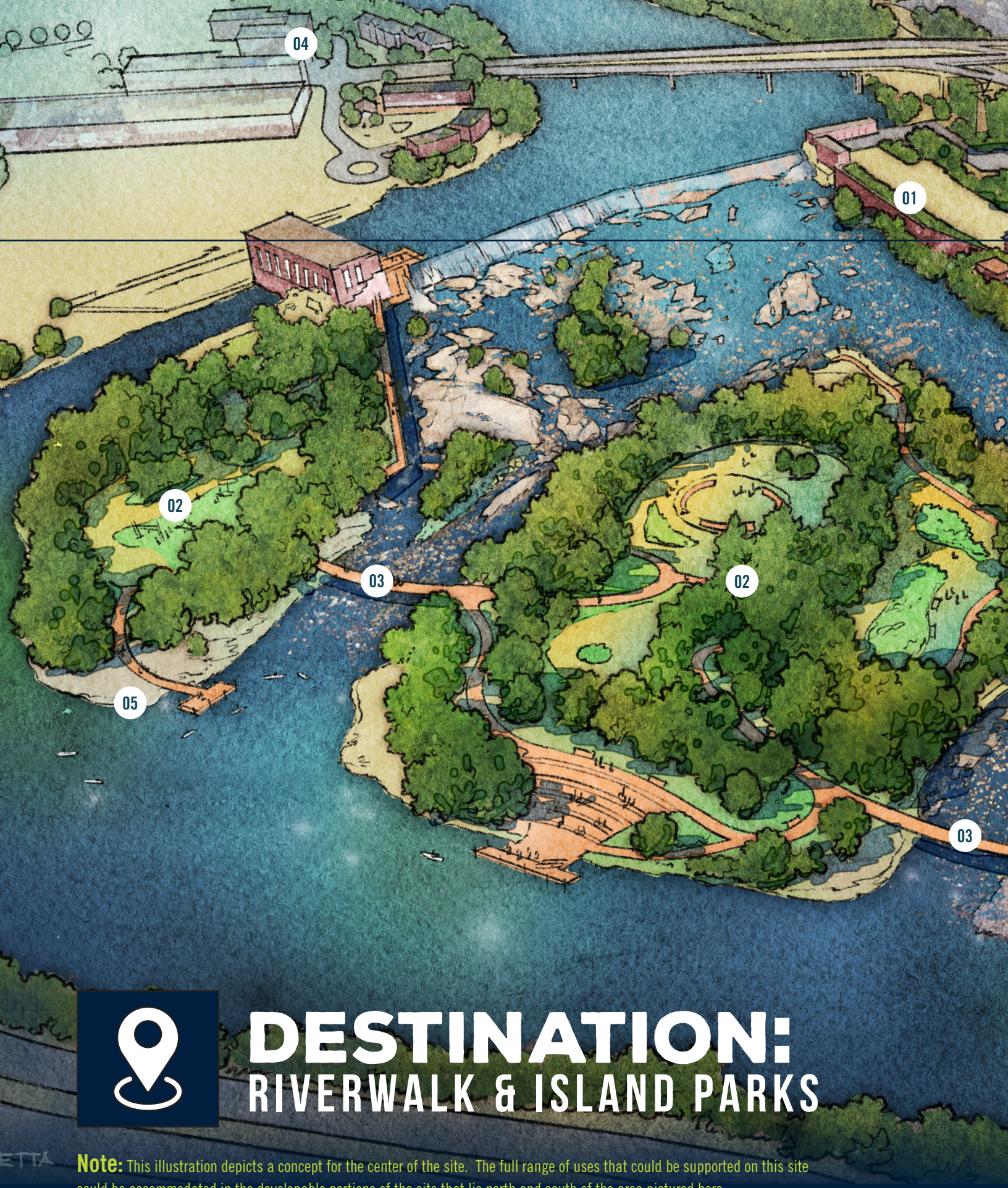
THE LINKS

More places to cross the river will strengthen the connection between the east and west sides of the City. In addition to improved pedestrian crossings at the existing bridges, island hopping may become a preferred option for getting from one side to the other. The types of bridges that link the islands could vary from one segment to the next adding much more interest to the overall island experience. The structural components of the bridges could combine to have a positive visual impact. Artistically designed and set against the backdrop of the natural elements that surround them, bridges can draw attention to the public spaces to which they provide access.

LEGEND
01 RIVERWALK
02 ISLAND PARKS
03 ISLAND CONNECTORS
04 EXIT 6 REDEVELOPMENT
05 WATERFALLS
06 AMPHITHEATER
07 BOAT DOCK/PIER
01
02
03
04
05
07

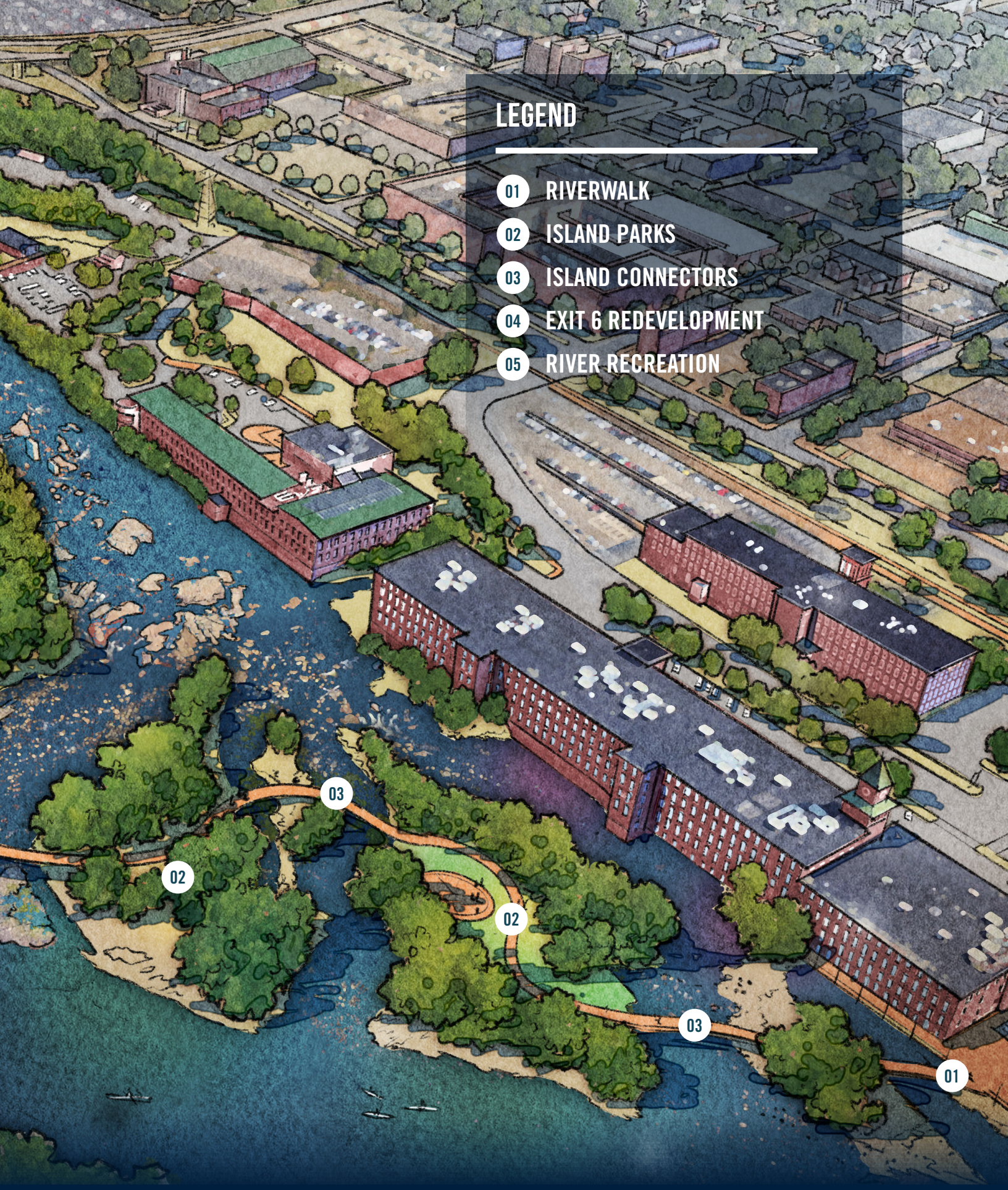
DESTINATION:
RIVERWALK & ISLAND PARKS

Note: This illustration depicts a concept for the center of the site. The full range of uses that could be supported on this site could be accommodated in the developable portions of the site that lie north and south of the area pictured here.



DESTINATION: RIVERWALK & ISLAND PARKS

Note: This illustration depicts a concept for the center of the site. The full range of uses that could be supported on this site could be accommodated in the developable portions of the site that lie north and south of the area pictured here.


LEGEND
01 RIVERWALK
02 ISLAND PARKS
03 ISLAND CONNECTORS
04 EXIT 6 REDEVELOPMENT
05 RIVER RECREATION
03
02
02
03
01

GROWTH & CONSERVATION FRAMEWORK

City officials understand that purposeful, proactive planning for future growth and development will keep Manchester on pace to be a regional and national leader in innovation.

Right-sizing Manchester for a successful future requires a careful balance between supporting growth and promoting conservation. It demands a diversified development strategy. It must be respectful of Manchester's identity and heritage and, at the same time, opportunistic, facilitating change that reinforces the community's vision for the future.

This section of the Master Plan describes the City's Growth & Conservation Framework, which is intended to guide growth by informing decisions about infrastructure investments, development and redevelopment activities, and initiatives to protect natural and cultural resources. Managing change in accordance with the framework will help ensure a higher quality of life for current and future residents, a more diversified local economy, and fiscal sustainability.

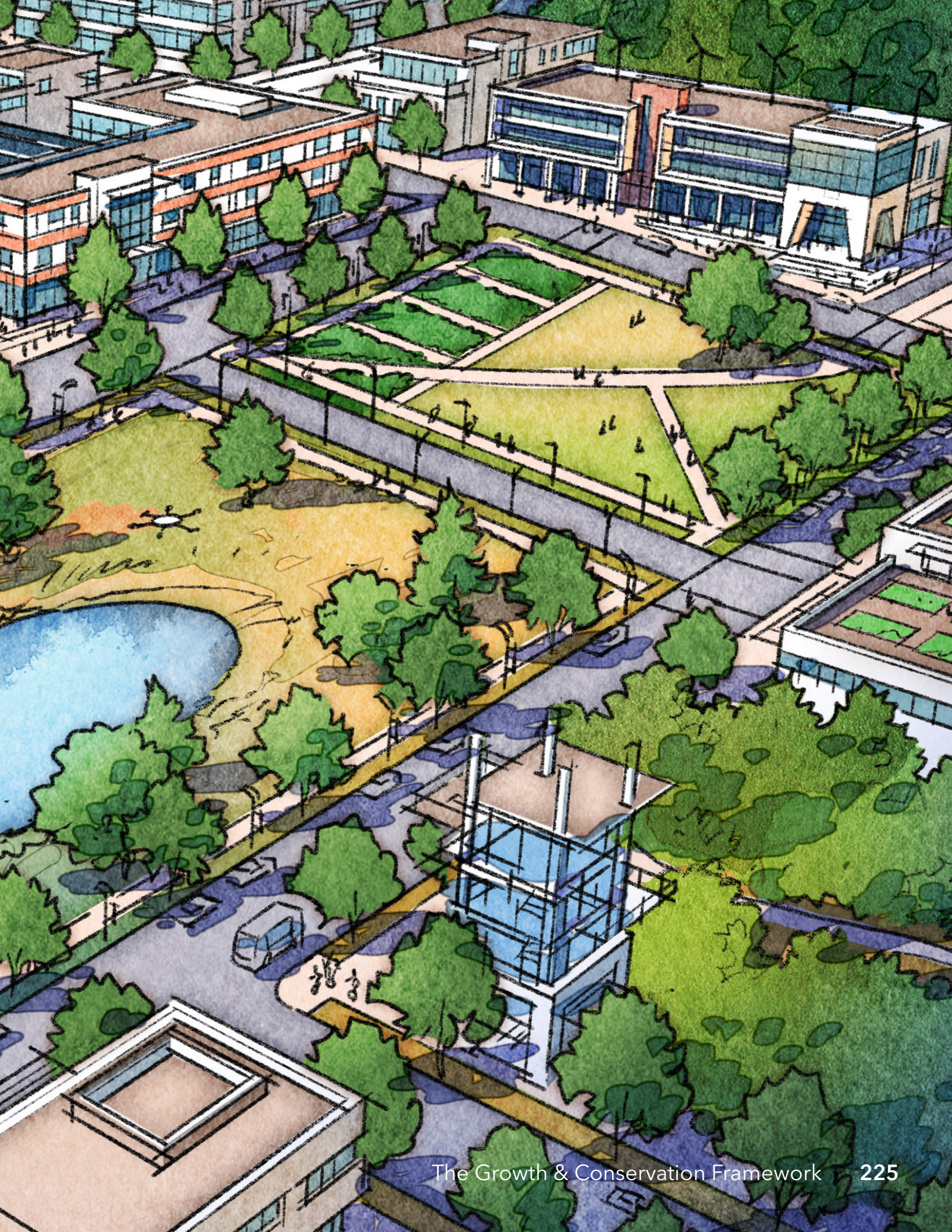
The Growth & Conservation Framework provides a means to quickly organize and illustrate a hierarchy of growth and conservation priorities for City officials to start implementing immediately. The Growth & Conservation Map (see page 210), often referred to as a Future Land Use Map, depicts the framework's geographic application. Areas to Preserve, Enhance, Transform, and Strengthen, called Sectors, generally represent areas distinguished by their respective level of development or redevelopment opportunity, and the type of intervention required to effect change and realize the potential future built character the community desires.

Commitment to the City's Growth & Conservation Framework will (1) bring public and private decision-making processes closer together, (2) help leverage City resources with other public and private investment dollars, (3) manage the amount and timing of new infrastructure required to support future development and redevelopment, (4) implement a city-wide strategy for identifying and securing open space for future conservation, (5) establish mechanisms for protecting the City's cultural assets, and (6) increase the City's influence in future development decisions that directly impact the quality of life for everyone living and working in the area.

Through input gathered from participants throughout the public input process, City officials and staff, combined with results from GIS technical analysis, and a Return on Investment (ROI) analysis, were used to create the Growth and Conservation Framework. This framework will be used as the organizing structure for the Master Plan and future decision making priorities.

Preservation Sectors include both permanently protected and recreation open space. In contrast, Growth Sectors include the specific areas of the City that either is already or are desired to be, built as vibrant, walkable neighborhoods and districts, keeping with the character that has made Manchester a desirable city for more than 150 years. Large areas of existing single family residential areas outside the City's core are intended to remain unchanged.

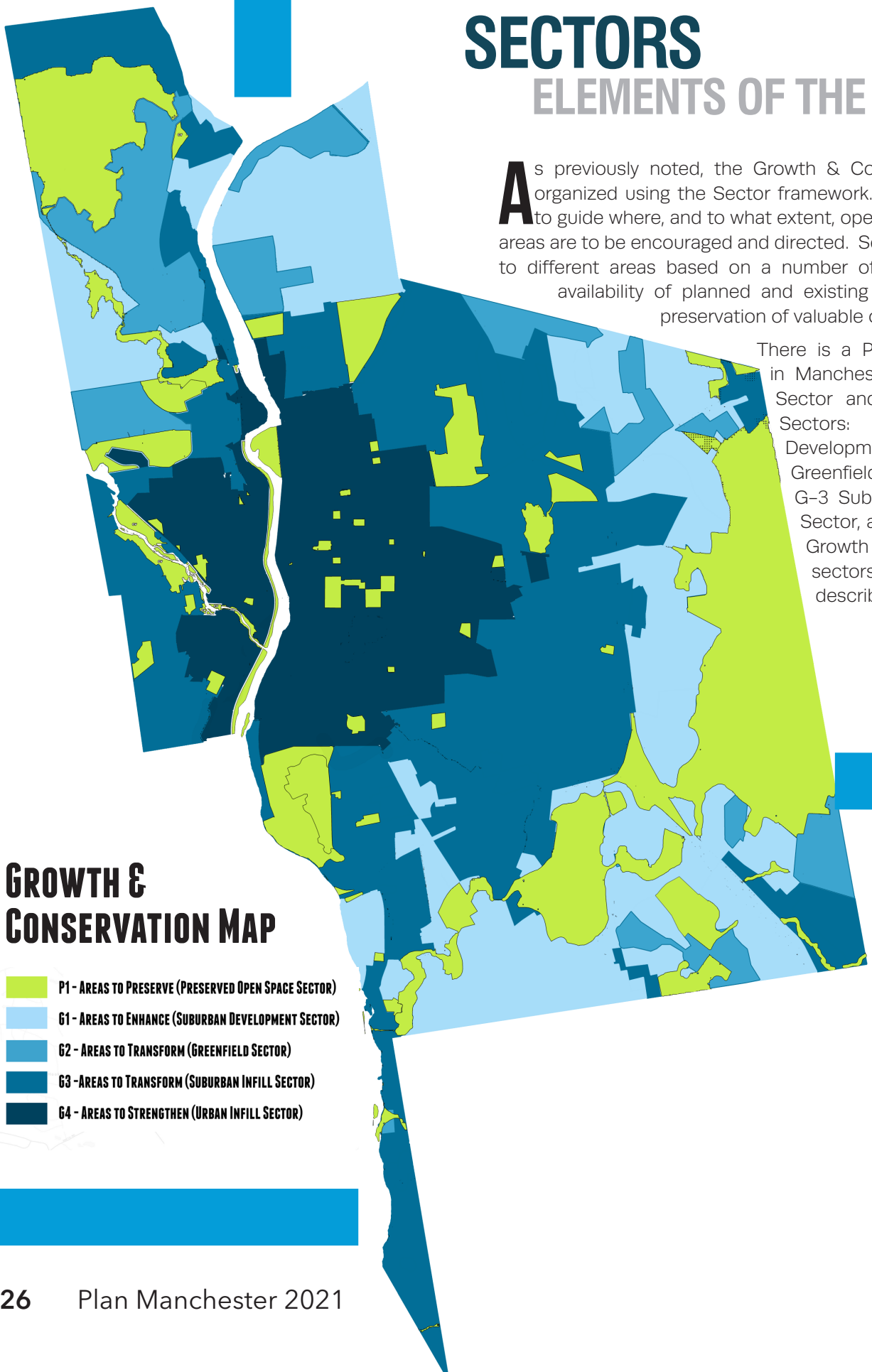
By organizing the City according to Growth and Preservation Sectors, intentional and informed decisions can be made about how to most efficiently spend municipal dollars on infrastructure improvements that will support the vision. In this way, future land use demand in the growth areas can be synced with planned infrastructure.



SECTORS
ELEMENTS OF THE PLAN

As previously noted, the Growth & Conservation Map is organized using the Sector framework. Sectors are used to guide where, and to what extent, open areas and growth areas are to be encouraged and directed. Sectors are assigned to different areas based on a number of factors, including availability of planned and existing infrastructure and preservation of valuable open space.

There is a Preservation Sector in Manchester: P1Preservation Sector and four (4) Growth Sectors: G-1 Suburban Development Sector, G-2 Greenfield Growth Sector, G-3 Suburban Infill Growth Sector, and G-4 Urban Infill Growth Sector. These sectors are more fully described as follows:


Growth &
Conservation Map
P1 - Areas to Preserve (Preserved Open Space Sector)
G1 - Areas to Enhance (Suburban Development Sector)
G2 - Areas to Transform (Greenfield Sector)
G3 -Areas to Transform (Suburban Infill Sector)
G4 - Areas to Strengthen (Urban Infill Sector)

P1 AREAS TO PRESERVE: (PRESERVATION SECTOR)

The Preservation Sector is intended to safeguard environmentally-sensitive lands and provide meaningful opportunities to link habitat and environmental features as well as link residents with parks, athletic fields, and nature. Except for park-related activities and cross-city trails and greenways, future development is discouraged in these locations to protect open space and natural areas throughout the community.

These areas include both natural open space, such as the Manchester Cedar Swamp Preserve, and recreational open space, including Livingston Park.

G1 AREAS TO ENHANCE: (SUBURBAN DEVELOPMENT SECTOR)

The Suburban Development Sector includes both established residential areas as well as industrial areas. In residential areas, the intent of this Sector is to maintain their current character, being sensitive to the scale, rhythm, and design of surrounding homes. Precise changes to upgrade the appearance and function of existing properties will be allowed within the Sector to enhance the enjoyment of these places while maintaining or increasing property values.

Industrial properties in this Sector would also continue to function in their current manner while allowing upgrades and improvement or redevelopment.

G2 AREAS TO TRANSFORM: (GREENFIELD GROWTH SECTOR)

The Greenfield Growth Sector is assigned to the small amount of undeveloped property that remains in the City. Development in this Sector is intended to create complete communities that reflect the most beloved attributes of historic neighborhoods in the City, including walkable, interconnected streets; a multitude of building types; and a mix of uses in locations that can support retail and office uses. In addition, the City owned property at Hackett Hill, and adjacent properties, have been included in this Sector to create a unique Innovation Village located in a natural setting.

G3 AREAS TO TRANSFORM: (SUBURBAN INFILL GROWTH SECTOR)

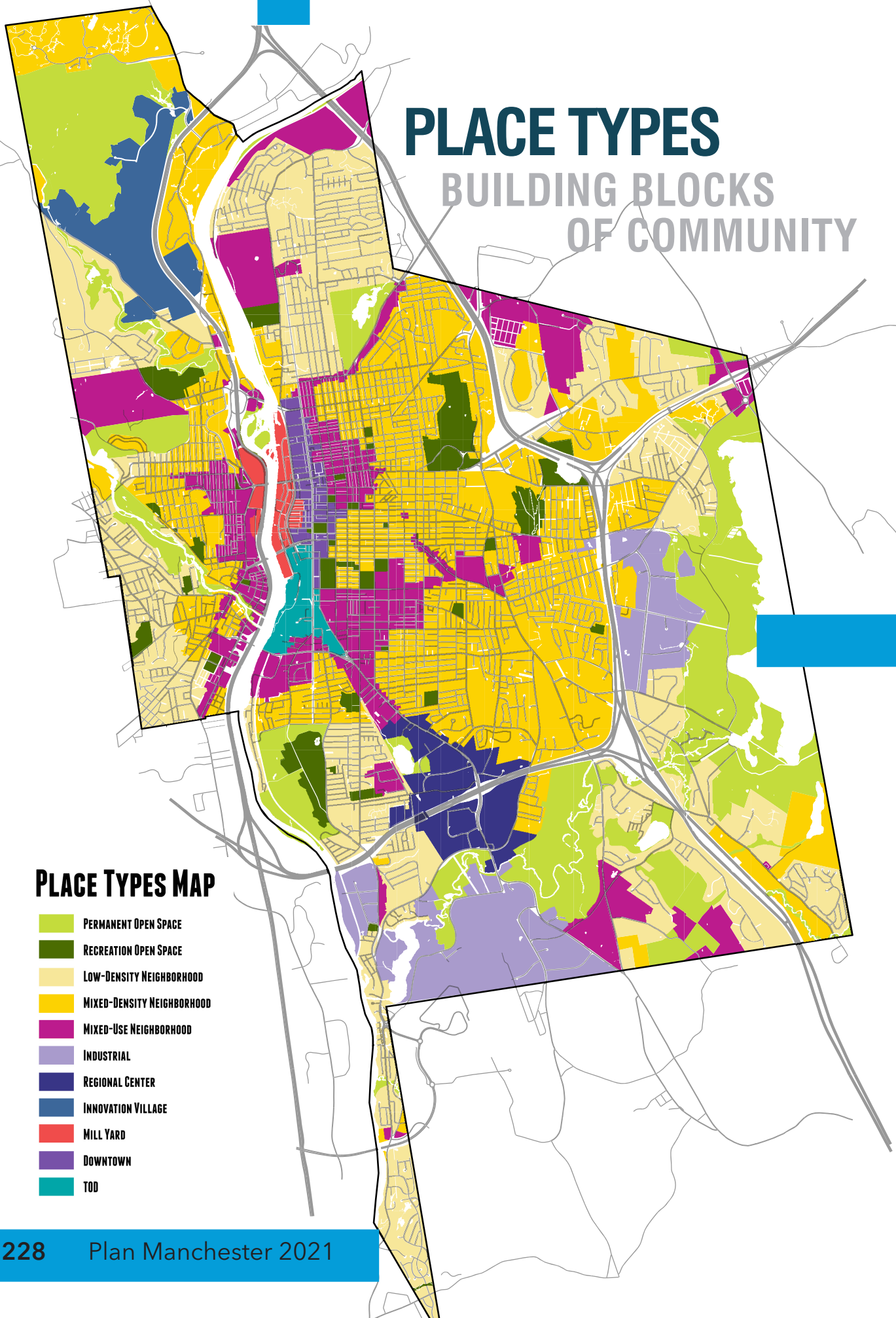
The Suburban Infill Growth Sector provides opportunities to reimagine the development pattern for underutilized property in the City. Here, aspirational ideas for the City's future can be realized as existing suburban commercial development that has experienced some economic decline can be targeted for beneficial reinvestment. In transforming these key locations, the City can look forward to renewed energy in newly revitalized and reinvented employment centers, regional shopping centers, and entertainment areas. The introduction of mixed-uses with new upper-story or adjacent residential units in some locations will add to the vibrancy. These transformations are intended to diversify Manchester's development portfolio, not to compete with existing activity centers.

G4 AREAS TO STRENGTHEN: (INFILL GROWTH SECTOR)

The Infill Growth Sector includes Downtown, the Millyard, South Elm District, and their immediately surrounding areas. Together, these contiguous areas serve as the central hub for employment, entertainment, and civic and cultural activities. By strengthening this core area, it can continue on its path of reaching its full potential and becoming an iconic and vibrant focal point of activity in Southern New Hampshire. Building on the positive momentum already underway, strengthening should consist of efforts to remove barriers to investment and foster a sense a unity among the distinct parts while protecting the authenticity of the places within.

PLACE TYPES

BUILDING BLOCKS OF COMMUNITY



Place Types

Within each of the Open Space and Growth Sectors, new and existing development is broken down into Place Types. Place Types are the most typical examples of certain types of built form that encompass basic characteristics of rural, suburban or urban qualities. Some Place Types describe development patterns already found in Manchester today. Others have been added to represent community supported aspirations, which are based on innovative development concepts that are emerging in progressive communities around the U S and the world. Each Place Type identifies and describes differing development patterns using elements such as: development scale and intensity; mix of uses; building massing block size and type; configuration of public spaces; and transportation priorities.

With in the Preserved Open Space Sector, Place Types are exclusively focused on the amount and type of open spaces that are allocated in them. Place Types that occur in the Suburban Development Sector focus on land and building uses as their predominant differentiating characteristic. Development in the Growth Sectors consist of Place Types that are focused on the intended community-supported vision of innovation and community character as the primary focus. Each Place Type is described as follows:

PERMANENT OPEN SPACE

Permanent Open Spaces comprises land dedicated for permanent conservation by legal means. These areas may be preserved on account of their outstanding natural beauty, but they may also used for active and passive recreation, and/or for environmental and wildlife management purposes. These areas are typically undisturbed or undeveloped and have been protected from development by federal, state or local agencies, or by public, private, or non-profit organizations.

There are several locations throughout the City of Manchester identified as preserved open space. These areas protect the region's natural terrain and water features, serve as buffers between incompatible land uses, and provide areas for active recreation. Notable sites include the Manchester Cedar Swamp Preserve, Blodget Park/Black Brook, Pine Island Park, and the Lake Massabesic watershed land owned by the Manchester Water Works.

RECREATIONAL OPEN SPACE

Recreational Open Spaces comprises land dedicated for active and passive recreational uses. These areas are designated to exclude development and to provide good public access. In Manchester, these areas include municipal and community parks, open air sports complexes and athletic fields. Examples include Livingston Park, Dorrs Pond, Derryfield Park, McIntyre Ski Area, and the Derryfield County Club. These areas protect the region's natural terrain and water features, serve as buffers between incompatible land uses, and provide areas for active recreation.

LOW DENSITY NEIGHBORHOOD

A Low Density Neighborhood area is comprised of existing, stable neighborhoods. These neighborhoods are made up primarily of single-family detached housing on a variety of lot sizes. Homes are oriented toward streets with rear yards larger than front yards. Some Low Density Neighborhood areas may mix lot and house sizes on the same block or provide accessory dwelling units. While some of the older neighborhoods have an interconnected street network, those built after WWII are often disconnected by cul de sacs.

MIXED-DENSITY NEIGHBORHOOD

A Mixed-Density Neighborhood includes a wider variety of housing types, single-family detached houses and accessory dwelling units get mixed in with duplexes, triplexes, townhomes, neighborhood-scale urban condominiums and apartments, and senior living facilities. This diversity provides a range of home choices (and densities) in the same neighborhood. This mixed approach allows residents at all stages of life and income levels, with different housing preferences and needs, to live in a multi-generational community for a lifetime.

In Infill Sectors such as G3 and G4, Mixed-Density places would focus on allowing a greater variety of housing options than currently exists and additional density without completely changing the existing character. This will allow for more reasonably priced housing options to meet the "Missing Middle" housing needs in the City.

Homes are oriented toward tree-lined streets with sidewalks, and on-street and alley parking are heavily utilized. Small blocks and an interconnected street network mitigate traffic congestion and support a cohesive, complete community. Internal streets and open space should also connect to existing or future neighborhoods nearby.

MIXED-USE NEIGHBORHOOD

A Mixed-Use Neighborhood has all of the same attributes and a Mixed-Density Neighborhood but expands on potential uses to include office space, first-floor shops and restaurants, live-work housing units, corner stores, and other amenities that the area residents would like to access easily, perhaps by walking or biking.

In Infill Sectors, this Place Type will facilitate the transformation of commercial properties into mixed-use neighborhood centers. These mixed-use centers provide goods and services to surrounding neighborhoods. Their proximity to existing homes necessitates that infill development be compatible in scale and character to the existing context. As the scale of the surrounding residential buildings increase, the commercial uses may expand as well.

New Mixed-Use Neighborhoods in the G2, Greenfield Growth Sector, are designed using traditional neighborhood design principles.

049dd9

INDUSTRIAL

The Industrial Place Type includes landfills and quarries that are unique in the City and are often guided by federal, state, or county planning and design standards. These areas should be heavily buffered from adjacent uses.

INNOVATION VILLAGE

An Innovation Village abandons the idea of a conventional business or industrial park and imagines a mixed-use village that concentrates employment uses in a discernible center surrounded by one or more neighborhoods that support a variety of home densities and choices, including live-work units in the employment center. The design, scale, character, and intensity of development in the Innovation Village emphasizes technology, creativity, and innovation, and may support a corporate headquarters, research and development campus, manufacturing center, or other center of excellence and the nearby retail businesses and housing options needed for its employees.

While some of the buildings in the Innovation Village may be larger than would typically be desirable in a walkable district, the overall planning and zoning regulations should require that these urban design principles be incorporated in to this Place Type. An interconnected network of walkable streets connect destinations within the Innovation Village and the surrounding neighborhoods. Parking should be located in the behind buildings that are oriented with their frontages addressing the street. Connected open space throughout accommodate recreation facilities, small parks, greenways, and gathering places; preserves tree stands; and helps reduce stormwater runoff.

REGIONAL CENTER

A Regional Center is a high energy hub for entertainment, cultural, retail, employment, housing and civic uses within, and surrounding, a central core, meeting needs beyond the borders of the City of Manchester. The area in the City designated Regional Center is currently a suburban shopping mall. As the mall ages, this Place Type will allow it to undergo a robust transformation and ensure that it can continue to generate the tax revenue that the City needs to provide high quality services. Transformation of this area to support mixed-use development will require deliberate planning and phasing to keep the areas viable during its period of change.

A Regional Center encourages high intensity, large-scale public spaces for active community gathering surrounded by buildings of all sizes. The character is intended to be more urban – in keeping with downtown – while providing symbiotic and complementary uses to downtown rather than competing with it. Tenants that have the need for spaces that are larger than can be incorporated in the Downtown, or have uses that are better suited for an interstate-adjacent location, work well in a Regional Center. As a magnet to surrounding towns and neighborhoods, a Regional Center becomes an iconic symbol and exciting focal point in the state.

A Regional Center may be surrounded by one or more Mixed-Density or Mixed-Use Neighborhoods that provide additional nearby home choices and encourage active living with a comprehensive and interconnected network of walkable streets.

DOWNTOWN

The Downtown functions as a destination for residents and visitors. The core area of Downtown supports a compact development pattern with a mix of land uses (horizontal and vertical), high-quality architecture, plazas and public spaces, and civic spaces that promote social interaction and celebrates Manchester and the Merrimack River. By building up, rather than out, and increasing residential density in the Downtown urban core, land can be conserved at the periphery of the City and the distance people drive to get to Downtown is reduced. This decreases carbon emissions and reduces traffic congestion in the City.

Uses and buildings are located on small blocks with streets designed to extend a grid network in all directions. Buildings may include civic, retail, office, restaurant, or other entertainment uses with condominiums or apartments above storefronts. Non-franchise architecture is encouraged in Downtown as a way to maintain unique character, and historic preservation should be a priority. The design, scale, character, and intensity of development in Downtown should be compatible with, and transition to, adjacent residential neighborhoods. Parking is satisfied using on-street parking, structured parking, and shared rear-lot parking strategies.

Residential neighborhoods in Downtown offer different choices for residents to live near and experience downtown amenities including the Millyard and the Merrimack River. Preserving the character of existing homes is a high priority in this area, though some existing large-lot neighborhoods may be subdivided or redeveloped to introduce more housing units and to increase the number of residents living near both the downtown core and adjacent employment and transit opportunities. New or improved parks, plazas, streets or other public spaces in the neighborhoods are important elements for unifying neighborhood character and making connections between the Downtown and it's adjacent districts.

MILLYARD

The Millyard is a place type truly unique to Manchester and is an attractive destination for residents, employees and visitors alike. In collaboration with the Innovation Village, the Millyard serves as one of the City's primary hubs for innovation, research and design. Historic preservation of the Millyard is a high priority, with buildings standing between two and five stories tall, providing opportunities for retail and creative spaces on the bottom floors, formal and co-working office spaces and residential opportunities on upper floors. Public realm land uses activate the interior of the Millyard and the property adjacent to the Merrimack River.

The Millyard's location adjacent to the Downtown and Gaslight districts provide additional nearby home and employment choices, encouraging active living within a cohesive and interconnected network of walkable streets.

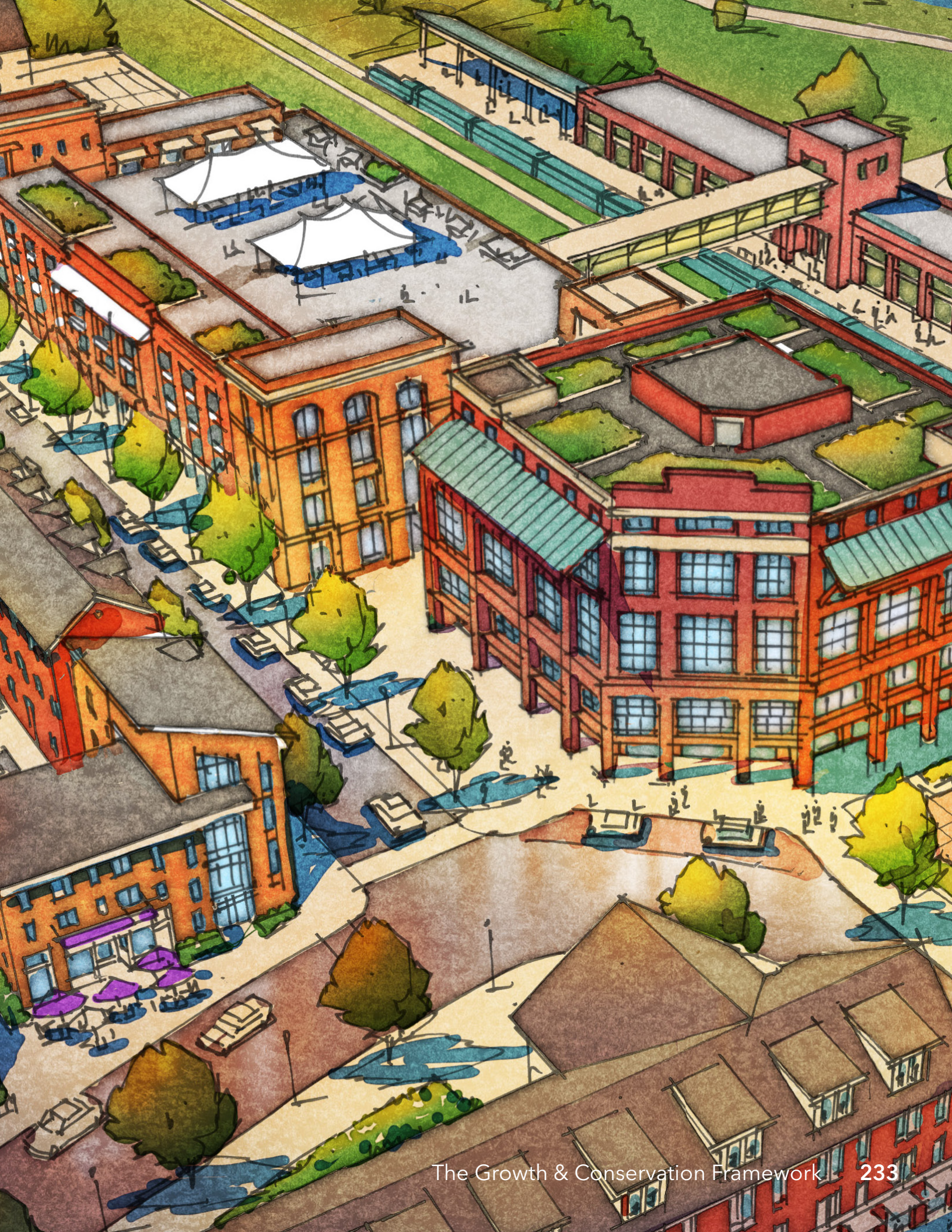
The compact, walkable environment and mix of residential and non-residential uses supports multiple modes of transportation, including the potential for a street car or autonomous vehicle shuttle. Parking will be satisfied largely through a combination of new public transit, micro-mobility options, and a district parking structure strategy.

TRANSIT-ORIENTED DEVELOPMENT

Transit Oriented Development (TOD) represents the concentration of mixed-use, dense development around a transit center. These areas are located exclusively along high frequency transit routes (ie., bus rapid transit, express bus service, commuter rail, light rail, or a combination of these mobility options. The Gaslight/Warehouse/ South Elm Street neighborhood could be a suitable Transit Oriented Development area, if-when Boston Commuter Rail is resumed. Successful Transit Oriented Developments seek to capture transit ridership through high density development located primarily within ¼-mile of the transit hub, with progressively lower densities spreading out into neighborhoods surrounding the center.

Buildings have a mix of uses, often featuring experiential retail and businesses on the bottom floors with offices and residential spaces on the upper floors. Buildings are located on small blocks with streets designed to encourage bicycle and pedestrian activity. Transit Oriented Development areas feature engaging, formal public spaces that often include green spaces, public art and street furniture.

Transit Oriented Development is credited with relieving traffic congestion on the surrounding street network by shifting automobile trips to transit trips and by capturing some trips on-site between complementary residential and non-residential uses. Depending on the type of transit and land availability, parking is satisfied through formal on-street parking, shared parking agreements, parking decks and sometimes surface lots.



Character Zones

Each Place Type in the City is comprised of Character Zones, which are the building blocks of community. This strategy of zoning the City based on the desired character, rather than by land use, allows for the unique and nuanced aspects of the each area of the City to be codified in the ordinance. By using character to delineate property, new zoning regulations can be established that support the growth and conservation framework, preserving scenic or sensitive environments, enhancing stable neighborhoods, transforming undeveloped property and areas that are not in keeping with the community's vision into new neighborhoods, and strengthening the heart of the City with contextual infill.

During Planapalooza, the community located and described the areas of the City that are most loved. As a part of a future zoning update, this input should be used to inform the dimensional standards for each Character Zone. Within each Character Zone, building types and massing, building placement, uses, frontage types, and other elements of the intended built form are integrated and the unique DNA of each neighborhood, district and corridor of the City is codified.

The base Character Zones identified for Manchester are listed and described to the right. As part of a future zoning update, a small number of additional derivative Character Zones may need to be created to accommodate some of the more unique areas (ie. the Millyard, which would likely be a variant of CZ–5).

While the majority of the land in the City will be zoned in Character Zones, the Special District zoning designation would be applied to areas that, by their intrinsic size, use, or configuration, cannot conform to the requirements of a Character Zones or combination of Character Zones. Special Districts shall not be used to avoid compliance with Character Zone standards and requirements, and shall only be used in rare circumstances.

CZ-1: Natural Character Zone

This zone consists of lands approximating or reverting to a wilderness condition, including land that has high scenic, habitat or environmental value and lands unsuitable for settlement due to topography, hydrology or vegetation.

CZ-2: Rural Character Zone

This zone consists of sparsely settled lands in open or cultivated states, including forests, marshes and agricultural land. Typical buildings are farmhouses, agricultural, buildings, cabins and villas. Thoroughfares have no curb with open draining and naturalistic plantings with an obvious rural character.

CZ-3L: SUBURBAN (LARGE LOT) CHARACTER ZONE

This zone consists exclusively of low density residential areas in which the detached single family house is the only building type. Most of the conventional suburban subdivisions built after the 1930's and 40's are found in this zone. Lots are often wider than they are deep with medium to deep front setbacks and medium to wide side setbacks. The connected thoroughfare network may be curvilinear, typically with curbs and sidewalks, naturalistic or regularly spaced tree plantings, creating medium to large, irregularly shaped blocks that can respond to natural conditions.

CZ-3: SUBURBAN CHARACTER ZONE

This zone consists of primarily of single family detached residential areas in which the house is the predominant building type. It has medium front setbacks and medium side setbacks. Its thoroughfares typically have curbs and typically include sidewalks and street trees, and form medium to large blocks.

CZ-4: GENERAL URBAN CHARACTER ZONE

This is the most varied zone consisting of medium density areas that have a wide mix of small to medium neighborhood-scale building types. While it is predominately residential, it also includes retail, office and commercial uses. It has medium, shallow or no front setbacks and narrow to medium side setbacks. It has varied street and frontage plantings that include hardscaped and landscaped areas. Streets include sidewalks of varying widths, and regularly spaced street trees that define medium-sized blocks.

CZ-5: URBAN CENTER CHARACTER ZONE

This zone consists of higher density mixed use buildings that accommodate retail, office, rowhouse and residential uses. It has a tight network of streets, wide sidewalks, steady street tree planting and buildings set close to the sidewalks.

CZ-6: URBAN CORE CHARACTER ZONE

This zone consists of the highest density and height, with the greatest variety of uses. It may have larger blocks circumscribed by thoroughfares that have steady street tree plantings in tree grates. Large-scale buildings are set close to wide sidewalks.

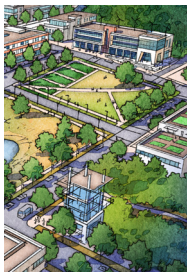
CV-CS: CIVIC SPACE ZONE

This zone is assigned to areas designated for Civic purposes. These may be Open Space of one or more Civic Space Types, as well as sites dedicated to buildings and structures needed for institutional civic purposes, such as town halls, post offices, libraries, meeting halls, churches or community centers.

SD: SPECIAL DISTRICT ZONE

This zone is assigned to areas that, because of their intrinsic size, function, or configuration, cannot conform to the requirements of any Character Zone or combination of zones. This includes uses such as hospitals, university campuses, and airports.

GROWTH & CONSERVATION FRAMEWORK

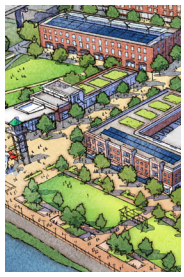
SECTORS	P1 AREAS TO PRESERVE: (PRESERVATION SECTOR)		G1 AREAS TO ENHANCE: (SUBURBAN DEVELOPMENT SECTOR)		G2 AREAS TO TRANSFORM: (GREENFIELD GROWTH SECTOR)		
							
PLACE TYPES	PERMANENT OPEN SPACE	RECREATION OPEN SPACE	LOW-DENSITY NEIGHBORHOOD	INDUSTRIAL	MIXED-USE/ NEIGHBORHOOD	MIXED-DENSITY NEIGHBORHOOD	INNOVATION VILLAGE
CHARACTER ZONES							
CZ-1	P	P	P	P	P	P	P
CZ-2	P	P	P	P	P	P	NP
CZ-3L	NP	NP	P	P	P	P	NP
CZ-3	NP	NP	P	P	P	P	NP
CZ-4	NP	NP	NP	P	P	P	P
CZ-5	NP	NP	NP	P	P	P	P
CZ-6	NP	NP	NP	NP	NP	NP	NP
CZ-CS	P	P	P	P	P	P	P
SD	NP	NP	NP	P	P	NP	P

NP Character Zone not permitted in this Sector

P Character Zone permitted in this Sector

G3 AREAS TO TRANSFORM: (SUBURBAN INFILL GROWTH SECTOR)

G4 AREAS TO STRENGTHEN (URBAN INFILL GROWTH SECTOR)



Mixed-Use/ Neighborhood	Regional Center	Millyard	Downtown	TOD	Mixed-Use / Neighborhood	Mixed-Density Neighborhood
P	NP	NP	NP	NP	NP	NP
P	NP	NP	NP	NP	NP	NP
P	NP	NP	NP	NP	NP	NP
P	NP	NP	NP	NP	NP	NP
P	P	P	P	P	P	P
P	P	P	P	P	P	P
NP	NP	NP	P	P	NP	NP
P	P	P	P	P	P	P
P	P	NP	NP	NP	P	NP

The Action Plan

236 Putting the Plan into Action

241 Plan Implementation Matrix

The Action Plan, what's next.

Putting the Plan into Action

The Master Plan's primary intent is to promote and protect the health, safety, welfare, economy, and image of Manchester. City officials will keep in mind this long-term vision for the future of Manchester. They should use the Plan as a critical resource when considering new policies, planning, and programming new infrastructure, evaluating new development applications, and coordinating with outside agencies. From time to time, a development application may bring into conflict one or more of the recommendations presented in the Master Plan, and City leaders will need to balance competing interests and make decisions that, to the best of their abilities, bring about intended outcomes. Ultimately, the Plan's relevance will be measured by its use in everyday decision making.

The document's recommendations provide guidelines, targets, and priorities for shaping future growth and development in the community. They can generally be categorized into one of four types: plans (or studies), projects, policies, and initiatives. Some are easily accomplished in the near-term while others will likely be more feasible later. A subset of the plans, projects, policies, and initiatives identified in the document have been selected as near-term action items. They have been incorporated into the Implementation Matrix, a separate stand-alone document and effective tool to initiate implementation efforts.

Plans Projects Policies & Initiatives

New or amended plans, projects, policies, and initiatives are recommended throughout this Master Plan. They are part of specific strategies to fulfill the community's vision for growth, reinvestment, conservation, and quality of life. The following is a brief summary of these items.

Specific Plans & Studies

A Master Plan can raise questions that require further study or present ideas not contemplated in other plans adopted by the City. To address the questions and ideas at a deeper level, plans and studies may be required as a step toward the implementation of the Master Plan. (Note: Some plans or initiatives recommended in the Plan have already been developed or are currently under development.)

Capital Projects

Capital projects identified address existing deficiencies and/or anticipated future year needs. Implementation of projects recommended in this Master Plan provides additional capacity to serve the magnitude and timing of development depicted on the Growth and Conservation Framework Map. Some of the projects require coordination with responsible county, state, or federal agencies.

Policies

In order to implement many of the Plan recommendations, revisions will need to be made to the local zoning regulations as well as supporting policies and codes.

Initiatives

New initiatives led by the City and partner agencies will address a wide range of topics important to promoting economic development and improving the quality of life for residents. These initiatives are a critical opportunity to build local capacity by involving stakeholders, especially citizens, in Plan implementation.

Once Plan implementation is underway, the City should take steps to ensure the Plan is widely used, updated in a timely manner, and consistent with related City documents.

Encourage Use of the Master Plan in Everyday Decision-Making

The document will be widely accessible to residents, business owners, and property owners throughout the City. Hard copies will be available in community buildings (i.e., City Hall, library, public schools, etc.) and a downloadable copy available from the City's website and the websites of partner agencies (e.g., Greater Manchester Chamber of Commerce, Southern New Hampshire Planning Commission, etc.). Elected officials, area developers, advocacy groups, and other organizations will consider the Master Plan's goals and guiding principles when collaborating on projects throughout the City.

Review and Revise City Documents

The City's plans and regulations should work in concert to provide a clear path forward and advance the community toward its vision for the future. To that end, the City should allocate resources to review and revise, as needed, the various adopted plans and the provisions in the city's ordinances, codes, and regulations to implement the Master Plan.

Review and Update Regularly

The City is encouraged to make long-range planning a routine endeavor. The Master Plan should be reviewed every 10 years to evaluate changing conditions in the market, demographics, residents' values, state and federal legislation, etc.

Plan Implementation Matrix

Plan implementation is a long-term commitment that is crucial for the success of the Master Plan. To keep the City accountable for implementing the proposed concepts, the Planning and Community Development Department created a Plan Implementation Matrix. This tool will be used for tracking recommendations in a planned and managed approach over the upcoming years.

Created as a separate, stand-alone document, the Plan Implementation Matrix is maintained by the Planning and Community Development Department. Since the ideas proposed in the Matrix are shared across divisions, responsibility for execution is shared between the City, community leaders, stakeholders, partner agencies, and area organizations to realize the vision.

Coordination across City departments is critical to efficiently and effectively achieve the results proposed. Therefore, City departments will work together to identify shared interests and needs. For example, the Planning and Community Development Department might schedule special studies that could benefit two or more departments' initiatives. Similarly, efforts to obtain necessary grant funding could be optimized by two or more departments sharing responsibilities to prepare and submit applications. For this reason, the Matrix suggests assignments to responsible parties who can either take the lead or a supporting role.

The Matrix should be used as a tool to record advancement toward milestones. Regular meetings between City staff should be held to evaluate progress and adjust courses as necessary to ensure implementation efforts remain strong. Each action item on the Matrix will include a brief description, timeframe, and department assignment.

Monitoring the Plan's employment will be an open and ongoing process, summarized regularly in an update to the Planning Board and BMA that examines performance, measures achievement, and reflects changes outlined in the Plan. Milestones reached are a reason to celebrate. Reporting success maintains momentum.

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